

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**AIR FORCE PAMPHLET 38-102  
1 JANUARY 2004**



***Manpower and Organization***

**HEADQUARTERS UNITED STATES AIR FORCE  
ORGANIZATION AND FUNCTIONS  
(CHARTBOOK)**

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This pamphlet implements AFD 38-1, Organization, and documents the basic organization and functions of the Secretary of the Air Force and the Air Staff (Command Codes ON and 24). This publication reflects the tasks and functions in units as they were organized on 1 Jun 2003. Selected Named Activities providing worldwide support (Command Code 25) are also included in the designated chapters. However, they do not perform Management Headquarters duties.

Throughout this pamphlet, responsibility is assigned to certain offices who have primary responsibility and others who have collateral responsibility for a given function. The office of primary responsibility (OPR) is responsible for tasks that are a part of the mission (or its assigned function), no matter how many other offices are involved. That OPR represents the HQ USAF on the matter. An office of collateral responsibility (OCR) assists the OPR in carrying out its assigned function.

Two more terms are important for the reader to understand. They are focal point (FP) and point of contact (POC). There is only one HQ USAF FP per program. This is usually a top-level office designated by the Secretary or the Chief of Staff to monitor the status of a given program. It is a single element, usually within a deputate (directorates or equivalent) designated to coordinate action on that program within that organizational element. Point of contact is a person who is the primary source of knowledge on a particular subject for his or her HQ USAF element. This person is usually the action officer on a specific program for his or her HQ USAF element. There are numerous HQ USAF points of contact per program. They usually are the "right-people-to-know" in coordinating matters of HQ USAF interest.

Organizational change requests must include chartbook updates before they can be implemented.

Promptly submit changes to this pamphlet to HQ 11 WG/XPMR.

### ***SUMMARY OF REVISIONS***

This revision changes publication AFPAM 38-102, 1 October 2001. It documents organization changes affecting the Secretary of the Air Force, the Air Staff, and Named Activities. Changes include updates to organization structures and roles and responsibilities. Organization information was streamlined since the last version of this publication. It updates the index and the glossary of terms. A □ in the index indicates revisions from the previous edition.

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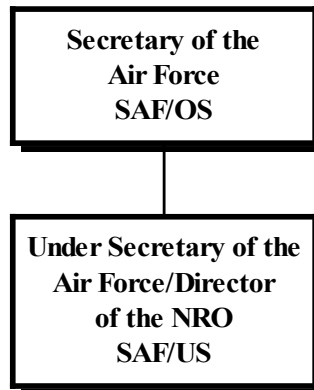
## Part I

# SECRETARIAT

## Chapter 1

### SECRETARY OF THE AIR FORCE AND UNDER SECRETARY OF THE AIR FORCE (SAF/OS AND SAF/US)

★Figure 1.1. Organization Chart for the Secretary of the Air Force.



#### 1.1. The Secretary of the Air Force (SAF/OS).

1.1.1. The Secretary of the Air Force (SECAF), under Title 10, United States Code, Chapter 801, Section 8013, is responsible for and has the authority necessary to conduct all affairs of the Department of the Air Force to include supervision of space programs. Subject to the Secretary's direction and control, the Under Secretary and the Assistant Secretaries are authorized to act for and with the authority of the SECAF on any matters within the areas assigned. This authority extends not only to actions within the Department of the Air Force, but also to relationships and transactions with the Congress and other government and non-government organizations and persons.

1.1.2. Officers and officials of the Air Force will report to the Under Secretary and the Assistant Secretaries regarding matters within their cognizance.

1.1.3. Under Title 10, United States Code, Chapter 801, Section 8017, if the Secretary is absent, the Under Secretary will perform the duties of the Secretary; and if the Secretary and Under Secretary are absent, the Assistant Secretaries and the General Counsel, in order of their length of service, will perform the duties of the Secretary.

**1.2. The Under Secretary of the Air Force/Director of the NRO (SAF/US).** Acts with full authority of the Secretary on all affairs of the Department and relationships and transactions with Congress and other governmental and non-governmental organizations and individuals.

1.2.1. Retains full authority over those Air Force organizations supporting the National Reconnaissance Office (NRO) and approve all Air Force actions impacting the NRO prior to implementation.

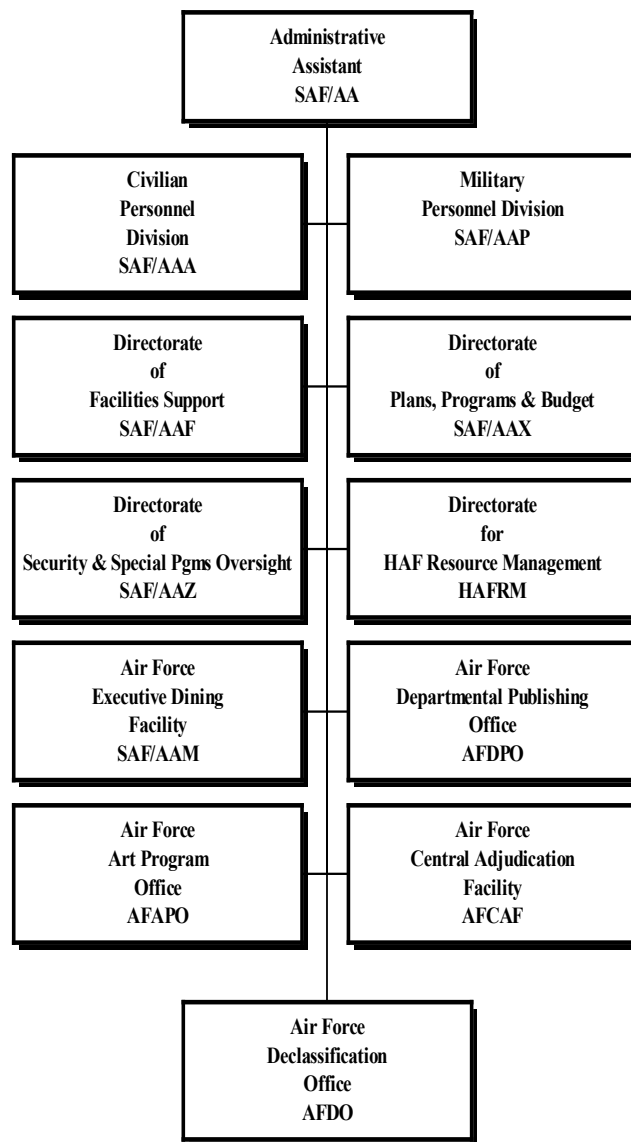
1.2.2. Is designated the Air Force Acquisition Executive for Space and delegated Milestone Decision Authority (MDA) for defense space programs through the SECAF.

1.2.3. Maintains oversight of the National Security Space Architect (NSSA).

## Chapter 2

ADMINISTRATIVE ASSISTANT  
(SAF/AA)

★Figure 2.1. Organization Chart for the Administrative Assistant.

**2.1. The Administrative Assistant (SAF/AA).** The Administrative Assistant:

2.1.1. Manages and administers the Office of the Secretary of the Air Force (OSAF). Provides advisory services on departmental management and administrative matters. Assures administrative continuity during changes of top officials in the Office of the Secretary.

2.1.2. Provides oversight and guidance on matters pertaining to the review and execution of programs relative to information, personnel, industrial security and security investigative programs.

2.1.3. Serves as the Secretariat focal point (FP) for anti-terrorism policy guidance and oversight.

2.1.4. Develops and executes uniform policy concerning the security of Special Access Programs (SAPs).

2.1.5. Administers the contingency funds of the SECAF.

2.1.6. Controls the SECAF Order System.

2.1.7. Consolidates and dispenses Air Force responses or inputs on certain reports for the White House, Secretary of Defense, and other Federal agencies.

2.1.8. Provides custody and control over use of the Air Force Seal and other authentication devices.

2.1.9. Adjudicates claims against the AF (includes the Military Claims Act) and announces the decision for the SECAF.

2.1.10. Serves as the final appeal authority on the adjudication of security clearances for Air Force personnel.

2.1.11. Provides security services for the Office of the Secretary.

2.1.12. Represents the SECAF on the Air Force Council, USAF Financial Oversight Working Group (FOWG), Pentagon Renovation Executive Committee, and the Office of the Secretary of Defense (OSD) Space Committee.

2.1.13. Approves medical designations for the Secretary.

2.1.14. Provides management-level services for the Office of the Secretary involving: manpower and organization, military and civilian personnel, Senior Executive Service matters, and employment of experts and consultants.

2.1.15. Administers unit orderly room, leave accounting, parking control, building pass, and other administrative support services for the Office of the Secretary.

2.1.16. Recommends and maintains appropriate official gifts and mementos for use by the Secretary and Under Secretary, and the Assistant Secretaries, when they are acting on behalf of the Secretary.

2.1.17. Reviews and approves requests from individuals assigned or employed by a Secretariat office to retain, for Air Force use, gifts of more than minimal value from foreign governments. Also provides guidance to Headquarters Air Force Personnel Center (HQ AFPC) when questions arise concerning such gifts.

2.1.18. Develops and maintains the continuity of operations plan for the Office of the Secretary.

2.1.19. Manages the Air Force Executive Dining Room functions and facilities.

2.1.20. Assists the Secretariat in obtaining supplies, services, telecommunications, and construction support.

2.1.21. Is the Secretariat representative to OSD and other Government agencies for administrative programs.

2.1.22. FP for the AF committee management program (includes approval and appointment of committee members).

2.1.23. Is responsible for the planning, programming, and budgeting requirements for the Secretariat

**2.2. Civilian Personnel Division (SAF/AAA).** The Civilian Personnel Division:

2.2.1. Manages the civilian personnel support functions pertaining to personnel assigned to the Secretariat.

2.2.2. Provides guidance for the establishment of new positions, details, reassignments, realignments, fills, etc.

2.2.3. Manages the Secretariat's civilian training budget (includes validating and approving requests for training).

2.2.4. Manages and performs quality control relative to civilian appraisals for the Secretariat.

2.2.5. Manages the manpower, organizational, and administrative functions and actions pertaining to the Secretariat and most of its Field Operating Agencies.

2.2.6. Executes oversight responsibility for the Secretariat's civilian awards programs.

2.2.7. Acts as focal point for analyzing and resolving problems involving civilian pay matters (discrepancies in salary, locality pay, retirement balances, thrift savings plan contributions, and life and health insurance problems).

2.2.8. Manages and performs the Information Management staff functions which support short term special studies or projects throughout OSD and the Secretariat.

2.2.9. Manages and directs fund raising efforts and emergency appeals supported by HAF in the National Capital Region (NCR).

**2.3. Military Personnel Division (SAF/AAP):** The Military Personnel Division:

2.3.1. Manages promotion programs and command and PME boards.

2.3.2. Provides unit orderly room and customer assistance to include processing of applications, requests, and claims (off-duty employment, requests to reside off-base without BAQ, advance pay, personal clothing allowance, access to Pentagon Officer Athletic Club), etc.

2.3.3. Processes reenlistment and promotion/retirement documents, and requests for blanket orders and vouchers using the FAST system.

2.3.4. Schedules all Physical Health Assessment appointments and manages the Weight Management and Fitness Programs.

2.3.5. Tracks and validates ordinary leave and processes all emergency, advance and excess leave, and permissive temporary duties.

2.3.6. Validates all requisitions, monitors/verifies all internal moves of assigned individuals, and in/out processes all military personnel.

2.3.7. Manages the Officer Performance Report (OPR) and Enlisted Performance Report (EPR) program for the Secretariat.

2.3.8. Administers the awards and special programs for the Secretariat to include the preparation of all award elements, publication of orders, and preparation of awards packages.

**2.4. Directorate of Facilities Support (SAF/AAF).** The Directorate of Facilities Support:

2.4.1. Manages all Air Force space in the Pentagon and leased space in the National Capital Region (NCR) occupied by AF agencies.

2.4.2. Provides construction management services to Air Force tenants affected by the Renovation of the Pentagon.

2.4.3. Provides project and contract management services for systems furniture purchases and reconfigurations, carpet installation and cleaning, drapery installation and cleaning, and freestanding furniture purchases.

2.4.4. Coordinates equipment repairs and service requests for the Air Force Top 4 + 1 and their subordinate organizations in the Pentagon and NCR.



2.4.5. Monitors and maintains vehicle control for the Secretary of the Air Force and Chief of Staff.

2.4.6. Assists the Secretariat and Command Section with requirements for telecommunication services and equipment.

2.4.7. Provides supplies/supply services commodity gatekeeper role to review requirements submitted to Defense Supply Services Washington (DSS-W) for processing. Coordinates supply/supply service activities between the Air Force tenants in the NCR and DSS-W.

2.4.8. Provides various executive support requirements designated by the SAF/AA.

2.4.9. Obtains engraving for award plaques, rubber stamps, and office supplies for the Top 4 +1 and their subordinate organizations in the Pentagon and the NCR.

**2.5. Directorate of Plans, Programs, and Budget (SAF/AAX).** The Directorate of Plans, Programs, and Budget:

2.5.1. Plans, programs and budgets requirements for the Secretariat.

2.5.2. Prepares financial plans.

2.5.3. Works various planning, programming, and budgeting system (PPBS) activities.

2.5.4. Acts as principal advocate for the Secretariat in the resource allocation process.

2.5.5. Represents the Secretariat on the HQ USAF FOWG and the HQ USAF Floor Space Executive Oversight Board for the National Capital Region.

2.5.6. Serves as FP for all HQ USAF PADs involving Secretariat support.

2.5.7. Acts as FP for all matters relating to the Pentagon renovation as it relates to HQ USAF and supported Field Operating Agencies (FOAs) and Direct Reporting Units (DRUs).

2.5.8. Prepares and maintains transition books for Presidential-appointed Secretariat officials.

2.5.9. Establishes guidance for, controls, and publishes Secretary of the Air Force Orders (SAFOs) and Headquarters Publications.

**2.6. Directorate of Security and Special Programs Oversight (SAF/AAZ).** The Directorate of Security and Special Programs Oversight:

2.6.1. Serves as the principal advisor to the Air Force Senior Security Official (SAF/AA), SECAF, and VCSAF on all matters involving security and investigative programs, special access programs, and sensitive activities.

2.6.2. Coordinates all Congressional, IG, GAO, and other external oversight of USAF security programs.

2.6.3. Prepares the annual report to Congress of all special access programs and prepares the Air Force sensitive activities report for presentation to the Secretary of Defense.

2.6.4. Conducts specialized inquiries and sensitive reviews for Air Force senior leadership.

2.6.5. Provides Air Force representation to the Security Policy Board staff.

2.6.6. Conducts annual reviews of effectiveness of Air Force Special Access Programs.

2.6.7. Acts as focal point for treaty issues impacting Special Access Programs.

2.6.8. Acts as focal point for all Air Force security support to the White House.

**2.7. Directorate for HAF Resource Management (HAFRM).** The Directorate of Resource Management:

2.7.1. Functions as single entry point into the HAF programming and budget process for all portfolio stakeholders.

2.7.2. Performs all equivalent MAJCOM XP and FM functions to produce and manage the HAF POM and Budget for the HAF portfolio

2.7.3. Exercises all Comptroller (CFO) responsibilities to ensure accountability of dollars and management control for internal and subordinate organizations.

2.7.4. Suballocates funds to 11WG and large FOAs (under a single OAC).

2.7.5. Establishes targets for HQs 2-digits.

**2.8. Air Force Executive Dining Facility (SAF/AAM).** The Executive Dining Facility provides food and service support to the SECAF and CSAF for special functions for foreign dignitaries, official visitors, and other guests as necessary in the execution of the responsibilities of their respective offices.

**2.9. Air Force Departmental Publishing Office (AFDPO).** The Air Force Departmental Publishing Office:

2.9.1. Develops and implements strategies for migrating publishing efforts from a paper-oriented to digital environment.

2.9.2. Provides consultant service for Air Force departmental publications.

2.9.3. Administers analytical services necessary for the efficient use of Departmental Air Force forms.

2.9.4. Provides procurement liaison and contracting services for departmental printing products.

2.9.5. Plans and provides technical assistance and guidance for producing publications and forms.

2.9.6. Provides distribution support to all Air Force activities, worldwide for administrative publications.

2.9.7. Manages the total inventory of administrative publications and forms maintained in the Air Force Publishing Distribution Center.

2.9.8. Produces and maintains the Air Force Publishing Bulletin and four Air Force indexes.

**2.10. Air Force Art Program Office (AFAPO).** The Art Program Office manages the custodial, curatorial, and exhibition activities and services for the Air Force Art Collection, which consists of over 7,500 original works of art, including oils, acrylics, watercolors, drawings, and sculptures.

**2.11. Air Force Central Adjudication Facility (AFCAF).** The Central Adjudication Facility:

2.11.1. Grants, denies, and revokes security clearance and Sensitive Compartmented Information (SCI) access eligibility for all Air Force resources and administers due process thereto.

2.11.2. Provides adjudicator and personnel security information systems training.

2.11.3. Functions as the Air Force program management office for the AF SENTINEL KEY (SK) and DoD-wide Joint Personnel Adjudication System (JPAS) programs.

2.11.4. Administers SCI security management services for the Secretary of the Air Force and Chief of Staff of the Air Force, including oversight of the For Cause Discharge program.

**2.12. Air Force Declassification Office (AFDO).**

2.12.1. Develops and oversees implementation of policies and programs for the classification, safeguarding, and declassification of National Security Information (NSI), permanent and historical, Air Force documents.

2.12.2. Serves as AF focal point for interagency coordination of all Air Force declassification issues within the Federal Government.

2.12.3. Is lead agent for inter-agency and inter-service declassification working groups.

### Chapter 3

#### AUDITOR GENERAL (SAF/AG)

**Figure 3.1. Organization Chart for the Auditor General.**



**3.1. The Auditor General (SAF/AG).** The Auditor General is responsible to and acts for the Secretary of the Air Force (SECAF) in performing the Air Force internal audit mission and directing an Air Force-wide internal audit organization. The Auditor General:

3.1.1. Is the head of the Air Force Audit Agency (AFAA).

3.1.2. Establishes the overall program for internal audits within the Air Force in accordance with existing statutes, Comptroller General audit standards, and Department of Defense policies. The internal audit program comprises independent, objective, and constructive reviews and appraisals of the economy, effectiveness, and efficiency with which managerial responsibilities are carried out at all levels of Air Force management.

3.1.3. Advises the SECAF, Under Secretary, Assistant Secretaries, Chief of Staff and Deputy Chiefs of Staff, United States Air Force (USAF), about internal audit and related matters.

3.1.4. Follows-up on management actions taken in response to AFAA reports.

3.1.5. Maintains liaison with the General Accounting Office (GAO) and other government audit and inspection agencies concerning audit objectives and plans.

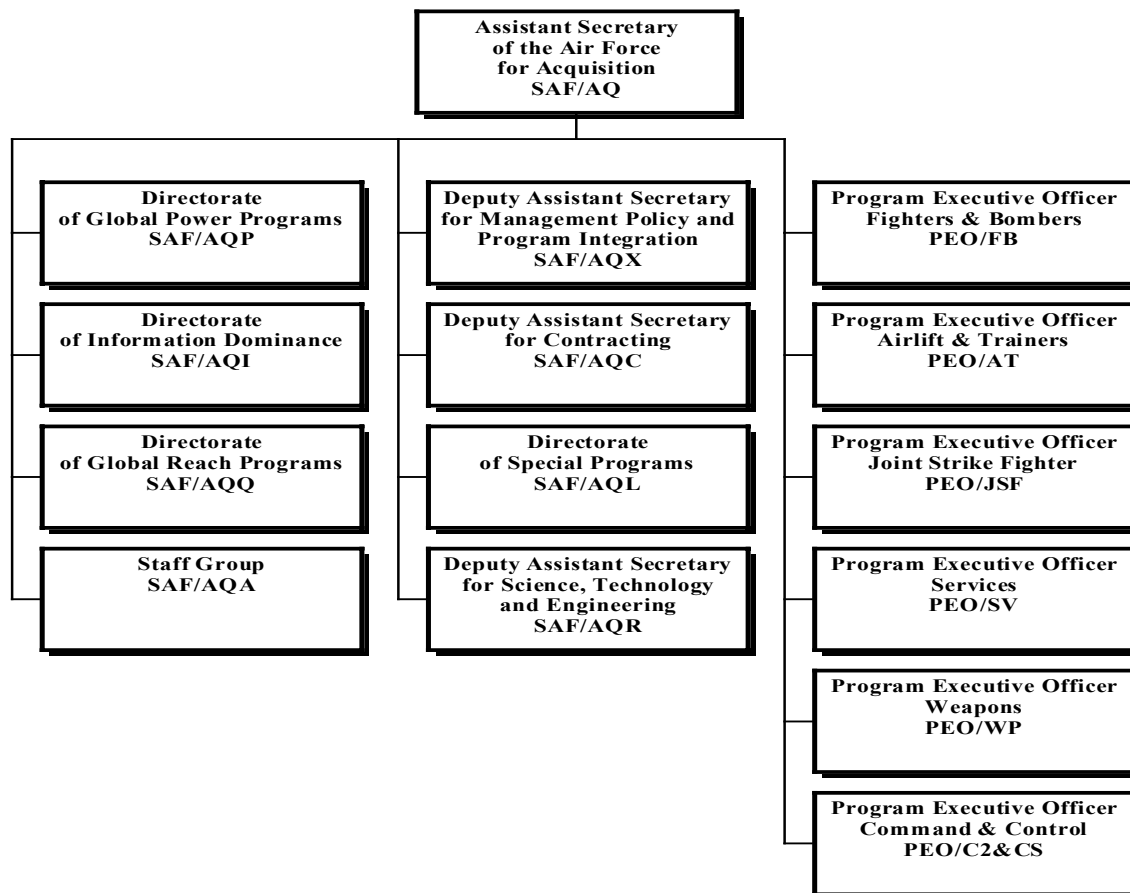
3.1.6. Maintains direct communication with the SECAF, Chief of Staff, and all other Air Force elements on audit matters.

3.1.7. Maintains direct communications with HQ USAF elements to secure in-house operating support for the AFAA, including financial, logistical, and personnel support.

## Chapter 4

# **ASSISTANT SECRETARY OF THE AIR FORCE FOR ACQUISITION (SAF/AQ)**

★Figure 4.1. Organization Chart for the Assistant Secretary of the Air Force Acquisition.



**4.1. The Assistant Secretary of the Air Force for Acquisition (SAF/AQ).** The Assistant Secretary for Acquisition is responsible for supervision of the Air Force acquisition system and serves as the Air Force Acquisition Executive (AFAE) for non-Space programs. The responsibility for acquisition of space programs has transferred to the Undersecretary of the Air Force. The Assistant Secretary of the Air Force (Acquisition) ensures the Secretary of the Air Force (SECAF), the Air Force Chief of Staff (CSAF), and the Defense Acquisition Executive (DAE) receive the support required on non-space acquisition matters. SAF/AQ provides the leadership, direction, policy, and resources to acquire superior systems, supplies, and services to accomplish the Air Force mission. General responsibilities include direction, guidance, and supervision over all matters pertaining to the formulation, review, approval and execution of plans, policies, and programs relative to:

4.1.1. Scientific and technology matters. Establishes, maintains, and fosters scientific and technical interchange and working relationships within and among private; quasi-government; US and international organizations; and foreign governments in furthering programs of US and Air Force development interests.

4.1.2. Basic and applied research, exploratory and advanced technology development.

4.1.3. Integration of technology program planning with long-range Air Force operational requirements.

4.1.4. Research, development, production, and acquisition of weapons, weapon systems, and defense materiel. Develops programs to meet defined operational needs and requirements for aerospace systems and subsystems necessary to perform military tasks.

4.1.5. Management of systems engineering and integration, manufacturing technology, and industrial facilities, industrial resources and preparedness.

4.1.6. Contracting including Final Acquisition Action Approvals, pricing, contract management, termination of contracts, contract appeals, contractor responsibility, integrity matters, and Contract Adjustment Board matters.

4.1.7. Air Force Competition Advocate Program, including Justification and Approval (J&A) documents, competition goals and plans to increase competition and eliminate barriers, and the annual report to Congress.

4.1.8. International programs and cooperative efforts in research, development, and production. Supports US participation in international research and development (R&D) headquarters and agencies. Develops plans and policies and initiates and implements actions related to cooperative requirements, research, development, and acquisition (RD&A) activities with foreign countries. Supports Air Staff Office of Primary Responsibility (OPR) and AF/XO in weapons standardization and inter-operability through cooperative R&D with the North Atlantic Treaty Organization (NATO) nations.

4.1.9. Coordinating, defending, and approving RD&A activities in nuclear energy.

4.1.10. Command, control, communications, and computer systems, to include delegated source selection authority for Information Systems resources, as defined in Public Law 97-86, *DOD Authorization*, 1 December 1981.

4.1.11. Air Force Information Resource Management Program in accordance with Public Law 96 511, *Paper Reduction*, 11 December 1980, as amended; DOD Directive 7740.1, *DOD Information Resources Management Program*; OMB Circular, A-130, 12 December 1985; and DOD Directive 8000.1, *Defense Information Management*. Works in concert with the Air Force Deputy Chief of Staff for Warfighting Integration and the Chief Information Officer who are responsible for the functions associated with the collection, creation, use and dissemination of information and the functions associated with the operations and sustainment of communications and information activities.

4.1.12. Management of the funds allocated for acquisition programs within the Research, Development, Test, and Evaluation (RDT&E) Appropriation and those portions of the Aircraft, Missile, and other Procurement Appropriations falling under the purview of this office.

4.1.13. Acquisition logistics including the design, development, and delivery of supportable and sustainable weapon systems and equipment.

4.1.14. Maintaining a continuous and productive relationship with the MAJCOMS through the Capability Directors (CDs).

4.1.15. CDs are responsible for programs within their mission areas as assigned by SAF/AQ. They provide policy, direction, resource allocation, and oversight for SAF/AQ. They facilitate the interaction between the AFAE, the Program Executive Officer (PEO), and the Designated Acquisition Commander (DAC). They function as program focal points and conduits for interfaces with Congress, OSD, JCS, other services, Air Staff, MAJCOMs, and foreign governments or international organizations. CDs provide acquisition inputs to the Programming, Planning, and Budgeting System (PPBS) and are responsible for developing the program budget and identifying reprogramming sources for top-down directed requirements. Capability Directorates:

4.1.15.1. Provide advice, counsel and support to the Assistant Secretary of the Air Force for Acquisition. Represent the Secretariat on mission area matters.

4.1.15.2. Formulate the optimum acquisition strategy and overall program plan for investment programs from Milestone A through Fielding.

4.1.15.3. Provide oversight, guidance and direction to field commanders for investment programs.

4.1.15.4. Assess system and subsystem cost, performance, and schedule and risk tradeoffs.

4.1.15.5. Evaluate and defend program budgets to Air Force, OSD, Congress, and other Government agencies as required.

4.1.15.6. Analyze proposed technical approaches to satisfying operational needs and define characteristics for new systems, subsystems, and systems modifications.

4.1.15.7. Coordinate plans, programs and policy with the DOD, Air Staff and other Services related to the acquisition of systems and subsystems.

4.1.15.8. Provide guidance and technical direction to RAND Corp. *Project Air Force* studies; the Air Force Studies and Analyses Agency on studies affecting mission area programs; and designated system engineering and technical analysis (SETA) contractors.

4.1.15.9. Keep up-to-date with current technology, DOD objectives, operational objectives, advanced system concepts, projects of other Government agencies, current and projected enemy threats, technical and conceptual studies, principles of war, and operational criteria.

4.1.15.10. Provide a focal point for all Congressional matters to include development of SAF/AQ Congressional game plans; preparation of Assistant Secretary and Director testimony, statements and inserts for the record; preparation of posture statement inputs; and other related activities.

4.1.15.11. Serve as the focal point for Public Affairs matters.

4.1.15.12. Serve as the focal point for all systems, munitions, and technology export case reviews.

4.1.15.13. Provide support for the Defense Science Board and the Air Force Scientific Advisory Board for related mission area studies.

4.1.15.14. Are responsible for integrated weapons system management for all assigned programs.

4.1.15.15. Prepare Program Management Directives (PMDs) on assigned programs.

4.1.15.16. Review Test and Evaluation Master Plans for assigned and related programs.

4.1.15.17. Review Acquisition Program Baseline documents to ensure correlation of requirements, program direction, testing, and budgetary constraints.

4.1.15.18. Analyze Mission Need Statements (MNS) and Initial Capability Documents (ICD) provided by using commands and technical approaches provided by developing commands, to satisfy mission area operational needs.

4.1.15.19. Participate in international cooperative mission area development and production programs.

4.1.15.20. Monitor basic research and exploratory and advanced development activities to determine potential use for mission area systems and subsystems.

4.1.15.21. There are currently three Capability Directorates (CDs): CD for Global Power, CD for Global Reach, and CD for Information Dominance.

4.1.16. Air Force Program Executive Officers (AFPEOs) and the Designated Acquisition Commanders (DACs) maintain continuous insight and are responsible for the execution of a number of AF acquisition programs in their portfolios. The PEO/DACs have been established in the command line between the AFAE and the Program Director for all acquisition programs. PEOs handle Major and Selected programs while DACs handle other than Major and Selected programs. The DAC are also dual-hatted as the Commanders of AFMC Product and Air Logistics Centers. The PEOs resident in SAF/AQ are: PEO for Fighters and Bombers, PEO for Weapons, PEO for Airlift and



Trainers, PEO for Command & Control and Combat Support Systems, PEO for Services, and PEO for Joint Strike Fighter.

4.1.16.1. Joint Service Programs will establish memoranda of agreement to describe program oversight, management and organization responsibilities.

4.1.16.2. Ensures cost, schedule and performance aspects of acquisition programs are executed within the acquisition program baseline and in accordance with approved acquisition strategy and applicable DOD 5000 Series Directives and Instructions.

4.1.16.3. Directs the Systems Program Director(s) in all aspects of program execution with emphasis on planning, reporting and preparation for milestone and other program reviews.

4.1.16.4. Ensures program offices remain focused on satisfying the operational requirements. Participates with program offices in establishing and maintaining a continuous dialogue with the users to ensure program execution provides the required system/product.

4.1.16.5. Maintains currency with emerging technologies and assesses their impact on current and future AF weapon systems.

4.1.16.6. Ensures program offices exercise contracting authorities and responsibilities as prescribed by the contracting rule structure established by the AFAE. Advises program offices on and approves acquisition strategies.

4.1.16.7. Reviews and approves program documentation (Acquisition Program Baseline, Selected Acquisition Report, Defense Acquisition Executive System Reports, Test and Evaluation Master Plan, Request for Proposals, etc.), and presentations for higher authorities and budget execution exercises.

4.1.16.8. Advises the AFAE on resource decisions affecting Acquisition Program Baseline parameters and alternatives that may mitigate the impact of such actions and consults with the AFAE on resource issues during the execution of assigned programs.

4.1.16.9. Approves acquisition strategies consistent with established guidance, direction and policies, and resolves or refers to the AFAE programmatic issues requiring the attention of Air Force corporate management.

4.1.16.10. Ensures the AFAE and acquisition staff is informed of all significant or sensitive problems or issues in sufficient time to influence the outcome.

4.1.16.11. Assists the Air Force Capability Director staff in identifying reprogramming sources from within their programs for “top down” directed requirements, and otherwise advises on programming and budgeting matters.

4.1.16.12. Exercises below threshold investment appropriation reprogramming authority for designated major and selected acquisition programs within the portfolio.

4.1.17. Manages the Single Integrated Air Picture (SIAP) program using a disciplined system engineering process to develop and integrate a SIAP capability.

**4.2. SAF/AQ Staff Group (SAF/AQA).** Provides independent recommendations on key acquisition issues that cut across all SAF/AQ organizations for direct use by the Assistant Secretary. Advises on policy for the Assistant Secretary on all matters related to over \$120 billion of investment in future Air Force weapon systems. Responsible for communication and cooperation between the acquisition staff, the Secretariat staff, and the Air Staff. Prepares positions for the Assistant Secretary and the Principal Deputies in dealing with Congress, senior DOD executives, and corporate Chief Executive Officers (CEO). Interfaces directly with the highest officials of the Air Force and DOD.

4.2.1. SAF/AQ focal point for Congressional interface activities for the AFAE and weapon system acquisition programs. SAF/AQ focal point for SAF/FML, SAF/LL, and the AF posture team.

**4.3. Directorate of Global Reach Programs (SAF/AQQ).**

4.3.1. Directs, plans and programs research, development and acquisition of advanced systems and modifications to 25 mobility, special operations, trainer, special mission aircraft and systems.

4.3.2. Articulates and defends acquisition programs with associated \$42B budget to HQ USAF, OSD and Congress. Programs include C-5, C-17, C-130J, VC-25, C-32, C-37, C-40, KC-10, KC-135, KC-767, CV-22, T-6 and T-38.

4.3.3. Manages, monitors, advocates, and provides direction for airlift, tanker, training, special mission (VIP and defensive systems modification), Special Operations Forces (SOF) and mobility support programs.

4.3.4. Formulates the acquisition strategy and overall program plan, in conjunction with USTRANSCOM, developing commands and MAJCOMs, for airlift, tanker and mobility support programs from inception through appropriate major milestones.

4.3.5. Formulates the acquisition strategy and overall program plan, in conjunction with USSOCOM, developing commands and MAJCOMs, for training, special mission and SOF programs from inception through appropriate major milestones.

4.3.6. Leads C-17 Corporate Integrated Process Team (IPT) in support of the Air Force corporate process.

4.3.7. Serves as directorate focal point for mobility acquisition information requests from Members of Congress, personal and professional staff members in both Congress and the White House and other sources such as SAF/PA. Manages preparation of responses to include suspense tracking and format guidance.

4.3.8. Identifies global reach congressional requirements in defense committee reports, conference reports and Appropriation and Authorization Bills and tracks progress toward meeting requirements and timelines.

4.3.9. Principal mission area POC for mobility programs to SAF/LL and SAF/FML.

#### **4.4. Directorate of Global Power Programs (SAF/AQP).**

4.4.1. Advises on all conventional issues involving fighter, bomber, air-to-ground weapons, air-to-air weapons, Electronic Attack, theater air defense, battle management and Chem/Bio defense programs from concept exploration through production.

4.4.2. Reviews strategic arms control proposals and advises on implications.

4.4.3. Manages, monitors and provides direction to field commands for fighter, bomber, air-to-ground weapons, air-to-air weapons, Electronic Attack, theater air defense, battle management and Chem/Bio defense programs from concept exploration through production.

4.4.4. Manages the Aircraft and Stores Compatibility Program (SEEK EAGLE).

4.4.5. Chairs, acts as principal U.S. delegate to and supports selected NATO activities

4.4.6. Maintains liaison for advanced F/A-22, F-35, Electronic Warfare and Air-to-Air Weapons technologies, with technology development agencies including National Aeronautics and Space Administration (NASA), Defense Advanced Research Projects Agency (DARPA), U.S. Navy, U.S. Army, aerospace industry contractors, and subordinate Air Force organizations.

4.4.7. Monitors force composition and quality for all fighter, bomber, air-to-ground weapons, air-to-air weapons, Electronic Attack, theater air defense, battle management and Chem/Bio defense programs.

4.4.8. Advises Directorate on all congressional, budget and policy matters involving Directorate programs.

4.4.9. Principal mission area POC for fighter, bomber, air-to-ground weapons, air-to-air weapons, Electronic Attack, theater air defense, battle management and Chem/Bio defense programs to SAF/LL, SAF/FML.

4.4.10. Prepares position on unfunded requirements and identifies funding sources as required for fighter, bomber, air-to-ground weapons, air-to-air weapons, Electronic Attack, theater air defense, battle management and Chem/Bio defense programs from concept exploration through production.

4.4.11. Maintains liaison for advanced technologies with technology development agencies, including the Joint Service Review Committee (JSRC), NASA, DARPA, the Department of Energy/Sandia National Laboratory, U.S. Navy, U.S. Army, aerospace industry contractors and subordinate Air Force organizations.

4.4.12. Monitors OSD Conventional, NATO Cooperative and Emerging Technologies Initiatives for potential application to Air Force missions and development.

#### **4.5. Directorate of Information Dominance Programs (SAF/AQI).**

4.5.1. Formulates, manages, and monitors acquisition strategy and provides direction to field commands for the Information Dominance mission area. This includes airborne and ground based Command and Control (C2) systems, airborne reconnaissance systems, and future C4ISR capability programs.

4.5.2. Responsible for the direction, planning, programming, and monitoring of assigned programs. Primary responsibility is acquisition and integration; while providing technical support, management, and Air Staff representation, when required.

4.5.3. Airborne C2 systems include theater and tactical airborne C2, surveillance, battle management, and air traffic control/automated landing systems from concept & technology development through production and deployment. Major efforts include Airborne Warning and Control System (AWACS), Joint Surveillance and Target Attack Radar System (JSTARS), E-4B National Airborne Operations Center (NAOC), National Airspace System (NAS), Air Traffic Control and Landing System (ATCALS), Joint Precision Approach & Landing System (JPALS), Combat Identification (CID) technology, and NATO Alliance Ground Surveillance (AGS) system.

4.5.4. Ground C2 systems include various command and control and combat support information systems.

4.5.5. Airborne reconnaissance systems include reconnaissance aircraft; imagery, signals and specialized sensors; unmanned aerial vehicles; and associated control and processing.

4.5.6. Future Command, Control, Communications, and Computer, Intelligence, Surveillance, Reconnaissance (C4ISR) capability programs advocate cutting edge, horizontally integrated within a network-centric framework to provide decision-quality information, enabling the warfighter to engage time-critical targets

4.5.7. Serves as United States Head of Delegation to NATO C3 Board (NC3B), Navigation sub-committee (SC/8), NATO Air Force Armaments Group (NAFAG), Air Group 5 on Avionics and Landing Systems and US member of NATO Transatlantic Advanced Radar (NATAR) Management Board.

4.5.8. Acts as the single management focal point for the Big Safari specialized management system.

4.5.9. Provides United States representation to NATO Air Group IV (Intelligence, Surveillance and Reconnaissance), NATO Air Group VII (Unmanned Aerial Vehicles), NATO Air Reconnaissance Working Party, and the Air Standards Coordinating Committee. Acts as the United States sponsor for the 4-nation, inter-governmental

Synthetic Aperture Radar/Side Looking Airborne Radar Steering Committee. Provides support to various international common standards technical working groups

4.5.10. Participates in the PPBS leading to the Air Force POM, BES, PB, and budget exercises. Prepares position on unfunded requirements and identifies funding sources.

4.5.11. Focal point for information requests from members of Congress, personal and professional staff members in both Congress and the White House and other sources such as SAF/PA. Manages preparation of responses including suspense tracking and format guidance.

#### **4.6. Directorate of Special Programs (SAF/AQL).**

4.6.1. Analyzes proposed technical approaches to satisfy operational needs of the Combat Air Forces.

4.6.2. Develops and produces systems and subsystems for Air Force combat aircraft.

4.6.3. Provides acquisition staff technical support for developing systems and subsystems in Concept Exploration, Demonstration/Validation, Engineering and Manufacturing Development, and Production phases of the system life cycle.

4.6.4. Ensures all-source/NOCONTRACT intelligence information is appropriately incorporated into Air Force acquisition programs.

4.6.5. Accomplishes the initial phases of RD&A of promising electronic systems.

4.6.6. Directs advanced technology development programs and monitors new technologies, which may resolve operational requirements and/or capitalize on technological opportunities.

4.6.7. Maintains liaison with other services and government departments/agencies to ensure cross-fertilization of advanced technologies and concepts and to explore the potential for joint/cooperation activities.

4.6.8. Reviews and coordinates on system requirements proposed by using commands using advanced technologies or sensitive intelligence.

**4.7. The Deputy Assistant Secretary (DAS) of the Air Force (Contracting) (SAF/AQC)** provides better, faster, best value contracting support to our air and space forces; over \$48 billion annually. Ensures world-class policy, processes, training, and information technology for over 7,800 Air Force military and civilian contracting personnel worldwide.

4.7.1. Senior contracting and business advisor to the Assistant Secretary of the Air Force for Acquisition. Provides timely, effective business and policy advice to field units, AF/DoD leaders and Congress. Achieves business excellence for weapon systems and logistics.

4.7.2. Responsible for the training and readiness of over 80 percent of DoD contingency contracting officers. Serves as the Competition Advocate General for the Air Force.

4.7.3. Develops, integrates, and promulgates all Air Force contracting policy. Provides tools and training to support its implementation. Reviews/assesses USAF field operations to ensure policy is adequate. Represents the Air Force to the Defense Acquisition Regulations (DAR) Council, the most senior DoD acquisition policy-making body; oversees support to the Council's committees.

4.7.4. Interfaces daily with senior leaders in USAF, DoD, other Federal agencies, and the defense industry to develop, present, and defend USAF positions on current and future acquisition policy.

4.7.5. Provides information/assistance on the following: business advice for current/active programs at product centers, logistic centers, operational contracting squadrons; active source selections; acquisition strategy panels; portfolio reviews; overarching IPTs (WIPTs and IIPTs); acquisition plans/SAMPs; J&As; indemnification requests under PL 85-804; source selection delegation requests; fixed price determinations; organizational conflict of interest waivers; multi-year savings validations; award notifications; special termination cost clauses; Truth in Negotiations Act waivers; contract termination approvals; Government purchase card; foreign military sales/international programs; Berry Amendment; mergers and acquisitions; assistance with Central Contractor Registration (CCR); JWOD.

4.7.6. Works all AQC military and civilian personnel issues and is also responsible for contingency contracting support on manpower and organizational issues. Functional manager for the training/development of all contracting personnel.

4.7.7. Responsible for contract reporting, Congressional inquiries/IG hot line, protests, and the Contracting awards program.

4.7.8. Implements facilitating technology initiatives to transform Air Force procurement.

4.7.9. Responsible for identifying specific changes/initiatives/actions needed to achieve a future Air Force procurement community vision, alternative action strategies that may be taken, the associated cost/benefit analyses, and the implementation plans for the recommended actions. Serves as Air Force focal point for all legacy and future Information Technology procurement systems.

4.7.10. Prepares speeches/briefings communicating the intentions/directives of the AF's senior acquisition leaders. Conducts research and analysis, collects data, and authors/drafts correspondence.

**4.8. Deputy Assistant Secretary for Management Policy and Program Integration (SAF/AQX).**

4.8.1. Translates current and future year acquisition requirements into a balanced program that reflects guidance on operational needs, force structure, and funding constraints. Integrates all SAF/AQ programs to achieve the best AF acquisition program mix. Evaluates the impact of programmatic and policy changes on AF investment programs

4.8.2. Represents SAF/AQ on the AF Board and Group; focal point for SAF/AQ participation in the PPBS.

4.8.3. Chairs the RDT&E Panel responsible for programming S&T, Test and Evaluation (T&E) infrastructure and Defense Wide Support activities.

4.8.4. Acts as the functional manager for the RDT&E and procurement appropriations. Ensures compliance with statute, Congressional direction, OSD and Air Force policy. Issues program and procurement authorizations (PAs). Performs analysis of obligation, expenditure and withhold status for programs.

4.8.5. Develops and implements plans, policies, and procedures related to AF RDT&E, procurement, acquisition management, budget formulation, program planning, resource allocation, and financial program execution.

4.8.6. Develops/communicates plans/policies for OSD, AF transformation and streamlined acquisition initiatives.

4.8.7. Develops acquisition program reporting policy covering the Selected Acquisition Reports, Congressional (Nunn/McCurdy) reporting, Defense Acquisition Executive Summary, and the AF Monthly Acquisition Reports.

4.8.8. Reviews and tracks General Accounting Office, DoD Inspector General, AF Audit Agency, and AF Inspector General audits and inspections.

4.8.9. Co-chairs the Rapid Response Process Council. Functions as the Executive Secretary.

4.8.10. Develops, reviews, and coordinates policy affecting the Air Force acquisition workforce to include contractor resources in addition to organic resources.

4.8.11. Responsible for acquisition professional development, including the direction, coordination, and review of actions mandated by the Defense Acquisition Workforce Improvement Act (DAWIA) and DoD Directives.

4.8.12. Administers/staffs/chairs acquisition training selections boards (including Advanced Program Management course and Industrial College of the Armed Forces Senior Acquisition Course) for the acquisition community.

4.8.13. Directs the AF Contracted Advisory and Assistance Service (CAAS) program. Establishes CAAS policy, quality reporting, contract management and budgeting services. Performs related planning and programming.

4.8.14. Issues policy on Federally Funded Research and Development Center (FFRDC) matters and is responsible for monitoring and establishing ceilings for each AF-sponsored FFRDC.

4.8.15. Manages the SAF/AQ information technology infrastructure (networks, computer equipment, software).

4.8.16. Provides manpower, personnel, training, information management, and resources support for SAF/AQ.

4.8.17. Manages all SAF/AQ Management Level Review (MLR) officer promotion processes. Manages Brigadier General Promotion Board actions. Processes promotion board results. Schedules promotion testing.

4.8.18. Focal point for SAF/AQ civilian and military awards, decorations, and recognitions.

4.8.19. Conducts special projects/analysis (such as Commercial Application of Military Airlift Aircraft)

#### **4.9. Deputy Assistant Secretary for Science, Technology and Engineering (SAF/AQR).**

4.9.1. Directs Air Force policy development affecting production activities. Ensures incorporation of manufacturing, industrial base, quality assurance, and pollution prevention objectives into program acquisition strategy.

4.9.2. Establishes quality assurance policy for design, development, and production to ensure that quality products and services are provided to the user. Assesses Air Force Quality Assurance Program in the acquisition process.

4.9.3. Develops Air Force policy and directs implementation for industrial responsibilities under the Defense Production Act.

4.9.4. Develops policy and directs the management of Air Force-owned industrial facilities and equipment.

4.9.5. Provides career field management for Air Force military and civilian scientists and engineers.

4.9.6. Develops and provides the Air Force position on direct foreign investment in the U.S., investing mergers, takeovers, and acquisitions.



4.9.7. Prepares and maintains specifications and standards related to manufacturing and quality assurance. Serves as the DOD adopting activity for related non-government standards.

4.9.8. Provides policy support for the management and training of Air Force manpower resources assigned to the manufacturing and quality assurance, and systems planning, research, development, and engineering career areas.

4.9.9. Manages the pollution prevention program for the Air Force acquisition community. Co-chairs (with HQ USAF/ILEV) the HQ Air Force Environmental Protection Committee's Pollution Prevention Subcommittee.

4.9.10. Manages the Air Force Standardization Program, including participation in the Defense Standardization Program.

4.9.11. Prepares, coordinates, and publishes Air Force software acquisition policy. Provides for software technology transition.

4.9.12. Reviews and processes Americans for Disability Act waivers/exemptions.

4.9.13. Provides Headquarters oversight, and establishes policy and guidance for the Air Force Science and Technology (S&T) Program.

4.9.14. Fosters and maintains scientific and technical interchange and working relationships among DOD, other government agencies, universities, industry, U.S. and international organizations, and foreign governments.

4.9.15. Provides technical guidance and supports the establishment of cooperative international technology programs.

4.9.16. Provides technical and programmatic information, guidance, and support to Air Staff organizations, the Secretariat, OSD, Congress, and industry on the S&T Program.

4.9.17. Is responsible for planning, programming, budgeting, and coordinating the Air Force S&T Program and other selected RDT&E Programs.

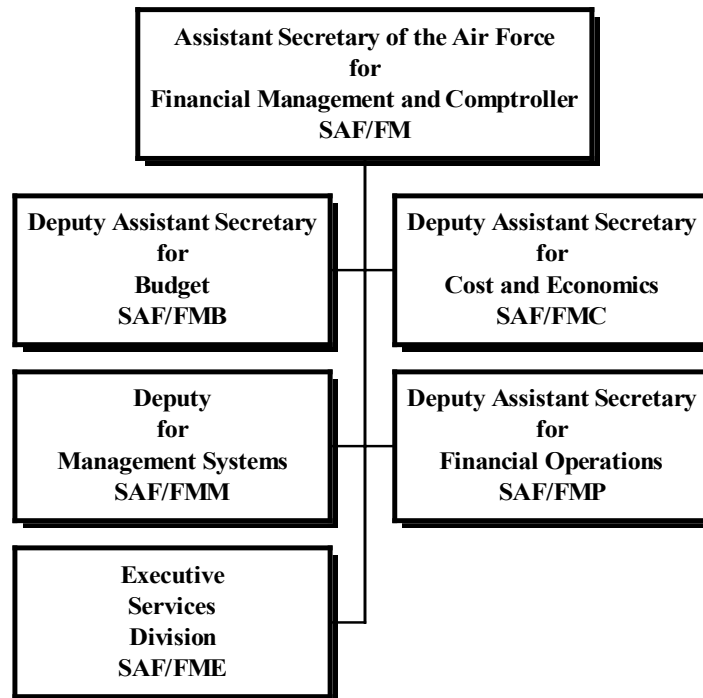
4.9.18. Provides the PEMs for the S&T Program and other selected RDT&E programs.

4.9.19. Evaluates technology-related munitions and public affairs cases, and other documentation. Reviews and approves these documents for release.

## Chapter 5

### ASSISTANT SECRETARY OF THE AIR FORCE FINANCIAL MANAGEMENT AND COMPTROLLER (SAF/FM)

★Figure 5.1. Organization Chart for the Assistant Secretary of the Air Force for Financial Management and Comptroller.



#### 5.1. Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM). The Assistant Secretary:

5.1.1. Pursuant to Title 10, United States Code (U.S.C.), Sections 8014(c)(1), 8016(b)(3), 8022 and 135(c), is responsible for all comptroller and financial management functions, activities, and operations of the Air Force. Serves as the Air Force chief financial officer responsible for providing financial management and analytical services necessary for the effective and efficient use and management of Air Force resources.

5.1.2. Is the focal point (FP) for contact with Congressional Appropriations Committees, Budget Committees, and the Congressional Budget Office. Is the Air Force FP for contact with the Office of Management and Budget (OMB), the General Accounting Office (GAO), and the Department of the Treasury on financial and related matters.

5.1.3. Is responsible for advising and assisting the Secretary of the Air Force (SECAF), the Chief of Staff of the Air Force (CSAF), and all principal civilian and military officials of the Air Force concerning financial management affairs.

5.1.4. Is responsible for direction, guidance, and supervision over all matters pertaining to the formulation, review and execution of plans, policies, and programs relative to:

5.1.4.1. Budgeting.

5.1.4.2. Funds Appropriations.

5.1.4.3. Financial aspects of the planning, programming, and budgeting process.

5.1.4.4. Air Force Accounting and Finance Office and Air Force Financial Systems Management Office and all financial aspects of Air Force accounting and finance operations, systems and reporting.

5.1.4.5. Economic analysis.

5.1.4.6. Integrated performance measurement and cost control and reduction.

5.1.4.7. Cost estimating and cost analysis.

5.1.4.8. Cost reporting.

5.1.4.9. Statistical programs and analysis.

5.1.4.10. Military banking, credit union programs, contract financing, and contracts for financial management services.

5.1.4.11. Commercial activities.

5.1.4.12. Financial management for security assistance; appropriations and Foreign Military Sales (FMS) trust fund.

5.1.4.13. Audit liaison and follow-up.

5.1.4.14. Internal controls.

5.1.4.15. Productivity enhancement and measurement.

5.1.4.16. Financial management information and control systems design, enhancement and operation.

5.1.4.17. Short and long-range financial management planning and wartime planning for comptroller activities.

5.1.4.18. Asset management systems as provided by law.

5.1.4.19. Air Force Congressional Liaison for all budgetary and appropriation matters.

5.1.4.20. Oversight of non-appropriated fund (NAF) financial management, processes and financial statements.

5.1.4.21. Other activities related to effective and efficient management of resources such as financial organizational structure, financial management procedures, career development and training.

5.1.5. Pursuant to 10 U.S.C. 8022(c) and (d), the Assistant Secretary shall maintain a Future-Year Defense Plan (FYDP), which shall be revised annually, describing the activities the Air Force proposes to conduct over the next five fiscal years to improve financial management. The Assistant Secretary shall transmit to the Secretary a report each year on the activities of the Assistant Secretary during the preceding year. Each report shall include a description and analysis of the status of Air Force financial management.

5.1.6. Other responsibilities:

5.1.6.1. The Assistant Secretary is directly responsible to the SECAF.

5.1.6.2. Direct communication is authorized between the Assistant Secretary and the CSAF. The Assistant Secretary provides direct support to the CSAF.

5.1.6.3. Direct channels of communication are authorized between the Assistant Secretary and the Deputy Chiefs of Staff and the Assistant Chiefs of Staff and the Directors.

5.1.6.4. Direct channels of communication are authorized between the Assistant Secretary, Major Commands (MAJCOMs), Direct Reporting Units (DRUs) and Field Operating Agencies (FOAs).

5.1.6.5. The Assistant Secretary is the FP for the Congressional Appropriations Committees, Budget Committees, and Congressional Budget Office.

5.1.6.6. The Assistant Secretary is authorized direct communication with the Office of the Secretary of Defense (OSD), is the Air Force FP to OMB, GAO, and Treasury and is authorized direct communication with these agencies on financial and related matters.

**5.2. Executive Services Division (SAF/FME).** The Executive Services Division:

5.2.1. Manages administrative support functions for the Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM).

5.2.2. Receives and dispatches mail.

5.2.3. Reviews official correspondence for SAF/FM.

5.2.4. Establishes, controls, and monitors suspense actions for all correspondence.

5.2.5. Manages the Documentation Management Program, Freedom of Information Act inquiries, Idea Program Reviews, and Information Collections and Reports.

5.2.6. Manages unit security program, controls area keys, and processes documentation for access badges.

5.2.7. Prepares and monitors telephone requirements, facilities and building construction work requests, and controls parking and transportation requests.

5.2.8. Manages supply and equipment accounts.

5.2.9. Monitors civilian and military performance evaluations and awards.

5.2.10. Provides administration support for conferences, workshops, executive sessions, and seminars.

**5.3. Deputy Assistant Secretary for Budget (SAF/FMB).** The Deputy Assistant Secretary for Budget is responsible to SAF/FM for financial oversight and budgetary control of all Air Force appropriations and assigned funds. Manages all matters pertaining to the Air Force budget, including the planning, formulating, reviewing, presenting, justifying and spending of appropriated funds. Serves as the office of primary responsibility (OPR) for selected financial functions for the Security Assistance Program. Specific responsibilities include:

5.3.1. Being primary advisor to SAF/FM on funding, pricing, and executability issues related to the programming and budgeting for all Air Force appropriations (including Air National Guard and Air Force Reserve).

5.3.2. Being primary advisor to SAF/FM, the SECAF, CSAF, and principal military and civilian officials of the Air Force, on program and budget issues, objectives and strategies, and providing budget assessments and alternative funding profiles as they relate to program execution.

5.3.3. Maintaining close working relationships with the programmers to ensure a smooth transition between the programming and budgeting phases of the Planning, Programming, Budgeting, and Execution (PPBE) process.

5.3.4. Determining the impact of all funding, pricing, and executability issues and decisions affecting the Air Force's Budget Estimate Submission (BES) and the Air Force portion of the President's Budget (PB).

5.3.5. Chairing the Air Force Board (AFB) for purposes of budget formulation and execution to include the BES, Budget Review Cycle and the PB, which serves as the primary Air Force organization responsible for reviewing and evaluating Program Budget Decisions (PBDs) issued by the Department of Defense (DoD). Assessing the impact PBDs have on Air Force programs and budgets, and recommending reclama/rebuttal actions to the CSAF and the SECAF through the Air Force Council (AFC). Advising the

AFC/CSAF/SECAF on program disconnects and offsets, baseline repricing and the results of the investment budget review.

5.3.6. Developing Major Budget Issues (MBIs).

5.3.7. Providing guidance and direction to the Secretariat, Air Staff, and Commands for the development of funding requirements.

5.3.8. Preparing the Air Force budget and developing, coordinating, and submitting the requisite justification material to the OSD, OMB, and the U.S. Congress substantiating the Air Force portion of the PB.

5.3.9. Maintaining and updating the Air Force's Force and Financial Plan (F&FP).

5.3.10. Is responsible for Air Force Congressional liaison with the Budget and Appropriations Committees and Congressional Budget Office. Testifying before Congressional committees.

5.3.11. Determining appropriation applicability and propriety of funds usage.

5.3.12. Providing overall policy guidance in information system requirements and approving and/or coordinating on major information system requirements, policies, interface requirements, and associated matters pertaining to Air Force headquarters, major command and base automated budget systems.

5.3.13. Providing fiscal direction of non-appropriated funds through participation on the Army and Air Force Exchange System (AAFES) Board of Directors; membership on the AAFES Finance Committee; membership on the Air Force Morale, Welfare, and Recreation (MWR) Advisory Board; Chairmanship of the Air Force MWR Finance and Audit Committee; member of the Air Force Aid Society (AFAS) Board of Trustees; and member of the AFAS Executive, Finance, and Audit Committees.

5.3.14. Serving as a member of the US Soldier's and Airmen's Home (USSAH) Board of Trustees, the Air Force Senior Team, and General Officer Review Board.

**5.4. Deputy Assistant Secretary for Cost and Economics (SAF/FMC).** The Deputy Assistant Secretary for Cost and Economics:

5.4.1. Is the OPR for Air Force cost analysis, economic, and business management policy and Component Cost Analysis (CCA) Program.

5.4.2. Provides guidance and direction to the Air Force Cost Analysis Agency. Designs, develops, and presents information to evaluate Air Force performance, control resource use, and conduct research and analysis activities.

5.4.3. Reviews cost, management, financial and economic information to ensure integrity and accuracy.

5.4.4. Provides policy, procedures, technical guidance, and staff assistance for cost, financial and economic analysis procedures Air Force-wide.

5.4.5. Provides cost, financial and economic analysis support to the Secretariat and Air Staff along with policy guidance on inflation and indices.

5.4.6. Administers the Air Force CCA program to include policy, evaluation, and improvement.

5.4.7. Acts as the FP for Unit Cost breach reporting to Congress for major defense acquisition systems in accordance with (IAW) Nunn-McCurdy legislative directive (10 U.S.C. 2433).

5.4.8. Provides management consultant services and encourages commands to develop and apply those methods and techniques needed to improve cost, business management, financial and economic analysis capabilities Air Force-wide.

5.4.9. Provides policy guidance, direction, and support to cost functions throughout the Air Force.

5.4.10. Oversees the implementation of cost and economic analysis information systems architecture through the review, evaluation, validation, and prioritization of proposed management information systems.

5.4.11. Participates in the PPBE process by providing cost reviews on major programs and identifying the impact of inflation on the program and budget.

5.4.12. Provides membership on various Financial Management senior executive management structures.

5.4.13. Provides chairmanship of the Air Force Cost Analysis Improvement Group (CAIG) and interface with the OSD CAIG.

5.4.14. Participates in Source Selection Authority actions as directed by the Air Force Acquisition Executive (AFAE).

5.4.15. Performs financial analyses and oversight of AF Services activities, AAFES, Defense Commissary Agency, U.S. Soldiers' and Airmen's Home, the AFAS and aerospace contractors.

5.4.16. Provides voting membership to various teams in support of the resource allocation process.

5.4.17. Serves as vice-chairperson of the Air Force Morale, Welfare, and Recreation Finance and Audit Committee, and as chairperson of its Investment Subcommittee.

5.4.18. Provides financial and investment analysis to the Chairman of the AAFES Investment Committee (SAF/FMB) overseeing a seven billion dollar annual operation.

5.4.19. Develops analyses of national and international macroeconomic conditions. Assesses potential impacts to DoD and AF budget of changing economic conditions and Federal government initiatives.

5.4.20. Determines the financial health of the aerospace/defense industry and defense contractors as part of the USAF acquisition process. Financial analysis may focus on a single firm or on a contractor team.

5.4.21. Directs special studies for SECAF, CSAF, and AF senior leaders in response to internal, OSD, OMB, and Congressional inquiries. These studies often have significant impact on major Air Force resource allocation decisions.

5.4.22. Develops and maintains contacts with the investment community to ensure best available information and with the academic community to ensure methodological rigor in approaching financial and economic analyses.

**5.5. Deputy for Management Systems (SAF/FMM).** The Deputy for Management Systems:

5.5.1. Is responsible to the highest Air Force level for policies and procedures pertaining to integrated performance measurement, cost control and reduction, economic cost effectiveness analysis, management information and control systems, productivity enhancement and measurement, statistical programs and analysis, cost estimating and cost analysis.

5.5.2. Provides guidance and direction to the Air Staff and Commands for the development and/or implementation of management information and control systems, resource management systems, and associated databases.

5.5.3. Formulates, establishes, and implements policies and procedures for the Air Force Productivity Program including development of productivity enhancement goals and necessary reporting systems.

5.5.4. Is responsible for Air Force integrated performance measurement including cost control and reduction activities to include supervision of Air Force performance measurement activities; C/SCSC; development of new systems and improvements of current systems for cost control and cost reduction; application of "should cost" and related analyses and synthesis techniques to Air Force cost estimating; and Air Force economic cost effectiveness analysis.

5.5.5. Performs or directs analyses and reviews of Air Force operational plans, mobilization plans, programs for foreign aid, and other data upon which financial requirements for resources are based, in order to develop or direct the development of effective management control systems.

5.5.6. Develops policies and procedures and monitors the implementation of Air Force statistical programs including methods of analysis and presentation.



5.5.7. Serves as an advisor to the Assistant Secretary of the Air Force, Financial Management and Comptroller, while appearing before Congressional committees. Serves on such committees and boards as specified by the Assistant Secretary of the Air Force, Financial Management and Comptroller.

5.5.8. Testifies before Congressional committees when requested.

5.5.9. Assures necessary program coordination between the Department of the Air Force, DoD, and other Government agencies.

5.5.10. Accomplishes management studies and special projects as assigned.

**5.6. Deputy Assistant Secretary for Financial Operations (SAF/FMP).** The Deputy Assistant Secretary for Financial Operations:

5.6.1. Serves as the primary advisor to the Principal Deputy Assistant Secretary (Financial Management) and the Assistant Secretary of the Air Force, Financial Management and Comptroller, for accounting and finance policy matters related to financial systems, accounting and finance systems, audit liaison, banking and credit union programs, cash management and related financial management and internal control initiatives.

5.6.2. Performs activities related to effective and efficient management of resources such as financial organizational structure, financial management procedures, financial management workforce management, financial management career development and training. This includes management oversight of financial management systems within the Air Force; providing overall policy, standardization, integration, prioritization, and discipline for comptroller financial systems; and developing policy for system security and integrity. It also includes enhancement and operation as well as short-range and long-range financial management planning and wartime planning for comptroller activities.

5.6.3. Serves as Air Staff FP for comptroller wartime planning to support the needs of field commanders for both contingency and deliberate planning.

5.6.4. Acts as Air Staff FP for comptroller training, providing guidance, direction, and coordination to meet training needs and establishes specialty descriptions, course outlines, and supplemental course requirements.

5.6.5. Serves as the designated Air Force internal control administrator. Directs and manages the Air Force Internal Control Program (ICP) to ensure compliance with the Federal Manager's Financial Integrity Act (FMFIA), OMB Circular A-123, Comptroller General standards, and DoD guidance.

5.6.6. Serves as the Air Force cash management official and designated Audit follow-up official. Ensures the effective execution of the Air Force audit follow-up program as directed by OMB Circular A-50, *Audit Follow-up*, September 29, 1982; and DoDD 7650.3, *Follow-up on General Accounting Office, DoD Inspector General, and Internal Audit Reports*.

5.6.7. Supports the Financial Management Career Program (FMCP) Policy Council by developing plans, overseeing implementation of programs, and serving as Chairman of the FMCP Policy Council.

5.6.8. Serves as the Air Force focal point for contracting out of Financial Management studies, reviews, etc. related to accounting policy and systems matters.

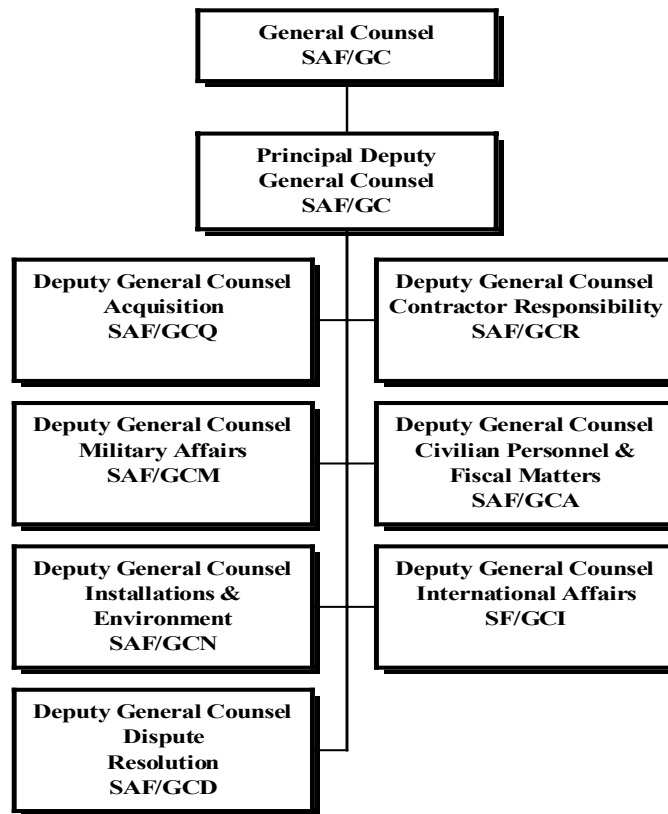
5.6.9. Serves as the Air Force's Anti-deficiency Act (ADA) program manager for identifying, investigating, reporting, and processing ADA violations. Delegates the day-to-day responsibility for monitoring and implementing the ADA program to the Director for Audit Liaison and Follow-up (SAF/FMPF).

5.6.10. Annual preparation and updating of the Financial Management Future-Year Plan and the Annual Report to the SECAF on activities that occurred with SAF/FM during the preceding year. The report shall include a description and analysis of the status of the Department of the Air Force financial management IAW 10 U.S.C. 8022(d).

## Chapter 6

# AIR FORCE GENERAL COUNSEL (SAF/GC)

Figure 6.1. Organization Chart for the General Counsel.



**6.1. The General Counsel (SAF/GC).** SAF/GC provides legal advice and assistance to the Office of the Secretary of the Air Force and to the Air Staff consistent with applicable statutes and the Orders of the Secretary on any legal subject. SAF/GC furnishes oversight and direction regarding legal matters within the Air Force.

6.1.1. The General Counsel is responsible for providing legal advice and services on the matters identified below and on such other matters as may be assigned by the Secretary.

6.1.1.1. Acquisition programs.

6.1.1.2. Procurement of supplies and services, including research and development.

6.1.1.3. Procurement fraud remedies.

6.1.1.4. State and local tax matters affecting procurements.

6.1.1.5. Information System and Telecommunication Programs.

- 6.1.1.6. Small business matters.
- 6.1.1.7. Intellectual property.
- 6.1.1.8. Antitrust issues.
- 6.1.1.9. Cable Television.
- 6.1.1.10. Debarment and suspension of contractors.
- 6.1.1.11. International agreements affecting the Air Force.
- 6.1.1.12. Security assistance, including foreign military sales and any other means of providing U.S. defense articles or defense services to foreign governments or international organizations.
- 6.1.1.13. Civil aviation.
- 6.1.1.14. Law of air, sea and outerspace.
- 6.1.1.15. Environmental law and pollution prevention.
- 6.1.1.16. Construction of military public works and industrial facilities.
- 6.1.1.17. Family housing.
- 6.1.1.18. Installations, real property, base realignment and disposal.
- 6.1.1.19. Occupational health and safety.
- 6.1.1.20. Fiscal law issues including budgetary, authorization, appropriation, and accounting.
- 6.1.1.21. Civilian personnel, labor-management relations, and equal employment opportunity.
- 6.1.1.22. Privacy and release of information.
- 6.1.1.23. Administration and organization of the Air Force.
- 6.1.1.24. Ethics, conflict of interest, and financial disclosure.
- 6.1.1.25. Special education for disabled dependents overseas.
- 6.1.1.26. Military personnel.
- 6.1.1.27. Intelligence and counterintelligence, including counter-narcotics programs.

6.1.1.28. Investigations and inquiries.

6.1.1.29. Personnel and information security.

6.1.1.30. Special access programs.

6.1.1.31. National reconnaissance programs.

6.1.1.32. The Air Force Dispute Resolution Program.

6.1.2. The General Counsel has the authority to direct the resolution or litigation of significant civil and administrative cases.

**6.2. The General Counsel also:**

6.2.1. Serves as a member of the Air Force Council.

6.2.2. Serves as the Designated Agency Ethics Official.

6.2.3. Serves as the senior member of the Air Force Intelligence Oversight Panel.

6.2.4. Serves as a member of the Air Force Historical Advisory Committee.

6.2.5. Serves as the legal advisor to the Executive Resources Board.

6.2.6. Serves as the President's designee for the government of Wake Island and is responsible for its civil administration in accordance with SAFO 111.2, *Civil Administration of Wake Island*, 19 Jun 72.

6.2.7. Acts as the point of contact (POC) for legal matters between the Air Force and the Department of Defense (DoD) General Counsel, the General Counsels of the other Services, the Department of Justice, and the legal offices of other federal departments and agencies.

6.2.8. Acts as the primary POC with the Office of Special Counsel and oversees Air Force compliance with Special Counsel requests.

6.2.9. Represents the Air Force in dealing with other departments and agencies on matters relating to the negotiation of international agreements.

6.2.10. Acts as the Air Force central POC to monitor the status and ensure prompt coordination of remedies for each significant investigation of fraud or corruption related to procurement activities.

6.2.11. Accepts gifts to the Air Force of personal property and services on behalf of the Secretary.

6.2.12. Provides an Assistant General Counsel to serve as the Air Force Debarring Official for contractor responsibility matters.

6.2.13. Provides a legal representative to serve on the Defense Acquisition Regulatory Council.

6.2.14. Provides a member and an attorney to serve as counsel for the Contract Adjustment Board and the Contract Airlift Rate Adjustment Board.

6.2.15. Provides for Air Force representation on procurement protests before the General Accounting Office.

6.2.16. Provides an advisor to the Air Force System Acquisition Review Council.

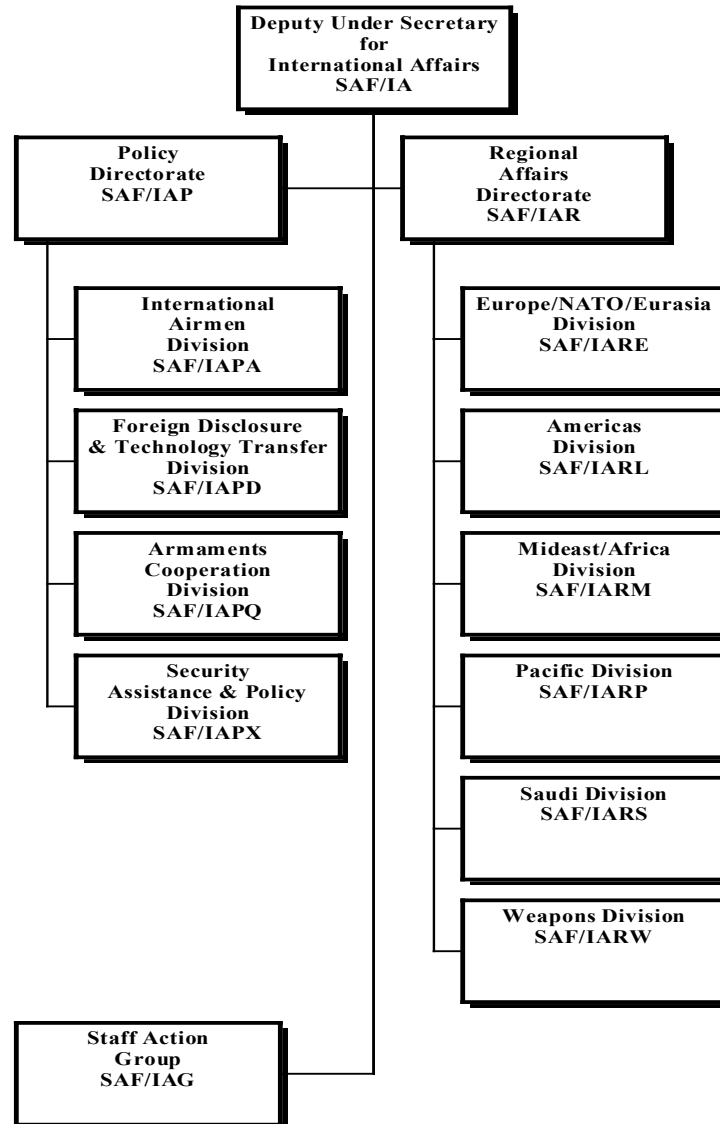
6.2.17. Provides reviewing officials on cases under the Program Fraud Civil Remedies Act.

6.2.18. Provides the agency-designated counsel responsible for giving advice to all Air Force activities on state and local tax matters affecting Air Force procurements and on the use of nonstandard contract tax provisions.

## Chapter 7

**DEPUTY UNDER SECRETARY OF THE AIR FORCE INTERNATIONAL  
AFFAIRS  
(SAF/IA)**

★Figure 7.1. Organization Chart for the Deputy Under Secretary for International Affairs.



**7.1. The Deputy Under Secretary of the Air Force for International Affairs (SAF/IA).** The Deputy Under Secretary for International Affairs is responsible for oversight and advocacy of Air Force international programs and policies. SAF/IA will develop, disseminate and implement policy guidance for the direction, integration and supervision of United States Air Force (USAF) international programs and activities.

7.1.1. SAF/IA advises and supports the Office of the Secretary of the Air Force (OSAF), Office of the Chief of Staff and civilian and military officials of the Department of the Air Force concerning international activities.

7.1.2. SAF/IA is responsible for development and coordination of USAF positions on joint, interdepartmental and interagency non-operational matters.

7.1.3. Specific areas of SAF/IA responsibility include: political-military affairs, security assistance programs, technology and information transfer, disclosure policy and related activities, international cooperative research and development (R&D) efforts, attaché and security assistance officer affairs, officer and civilian exchange programs, professional military education and United States Air Force Academy (USAFA) appointments, coordination of Distinguished Visitor (DV) international travel and foreign dignitary visits to USAF installations.

**7.2. Staff Action Group (SAF/IAG).** The Staff Action Group provides global international politico-military analysis and advice and staff support to SAF/IA efforts to create, advocate and facilitate USAF policies and programs that support US national security objectives, through international politico-military affairs, foreign military sales, education and training, cooperative research and development, and related endeavors, in concert with US government, foreign and industry partners. SAF/IAG:

7.2.1. Produces SAF/IA's non division-specific studies, recurring reports, and special projects; assures administrative liaison with the Air Staff and the interagency.

7.2.2. Provides international politico-military affairs analysis and advice to Air Force leaders.

7.2.3. Provides international politico-military review of strategy and policy documents.

7.2.4. Represents SAF/IA on multidisciplinary boards and committees.

7.2.5. Drafts and presents informational briefings and papers.

7.2.6. Coordinates USAF participation on international air and trade shows.

7.2.7. Functions as a Joint Actions Reader for SAF/IA.

**7.3. Policy Directorate (SAF/IAP).** The Policy Directorate establishes objective criteria to measure Air Force compliance with national security policy and objectives and evaluates the effectiveness of policy guidance for the direction, integration and supervision of non-operational international programs and activities and evaluates program execution.

**7.4. Regional Affairs Directorate (SAF/IAR).** The Regional Affairs Directorate is the Air Force focal point for the Department of Defense (DoD), Joint Staff, other Military Departments, Department of State and other US Government agencies for matters

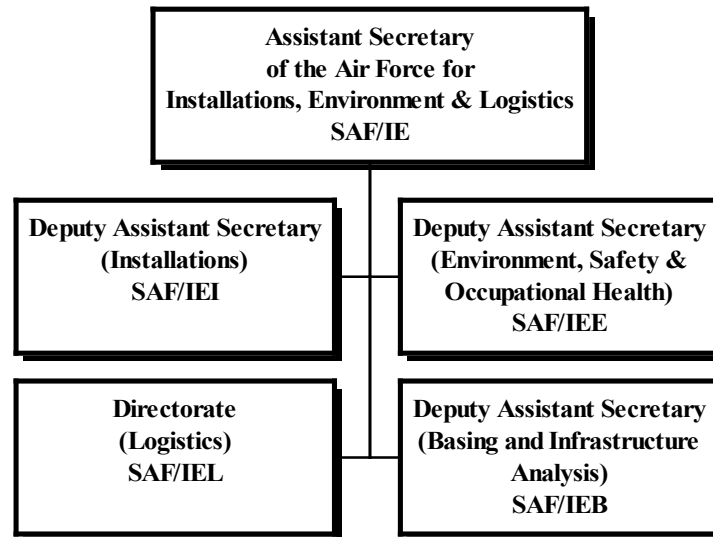


involving USAF non-operational international interests. The Deputy Chief of Staff, Plans and Operations (USAF/XO) is the USAF FP for matters involving operational interests.

## Chapter 8

### ASSISTANT SECRETARY OF THE AIR FORCE INSTALLATIONS, ENVIRONMENT AND LOGISTICS (SAF/IE)

★Figure 8.1. Organization Chart for the Assistant Secretary of the Air Force for Installations, Environment and Logistics.



**8.1. The Assistant Secretary of the Air Force for Installations, Environment and Logistics (SAF/IE).** The Assistant Secretary for Installations, Environment and Logistics is responsible for the overall supervision of installations, environment, safety, occupational health, and logistics for the Department of the Air Force.

8.1.1. Provides guidance, direction and oversight for all matters pertaining to the formulation, review and execution of plans, policies, programs, and budgets relative to:

8.1.1.1. Installations, including comprehensive planning, programming, acquisition, utilization, and disposal of all facilities and utilities (includes family housing, commissaries, base exchanges, MWR, and reserve component facilities); maintenance, repair and operation of all facilities, utilities, and land; base closures and realignments, including force structure basing changes; economic adjustment; air base performance and operability; acquisition and disposal of real estate; and annexation of installations by municipalities.

8.1.1.2. Environment, safety and occupational health to include environmental quality; compliance, impact analysis; waste minimization and management; occupational safety and health; pollution avoidance and hazard abatement; industrial ecology and sustainable development; international environmental activities; natural and cultural resource management; historic preservation, encroachment prevention; range, airspace, and community planning; interagency and intergovernmental coordination; community impact analysis and assistance; disaster preparedness and threat technology analysis in support of air base performance and operability.

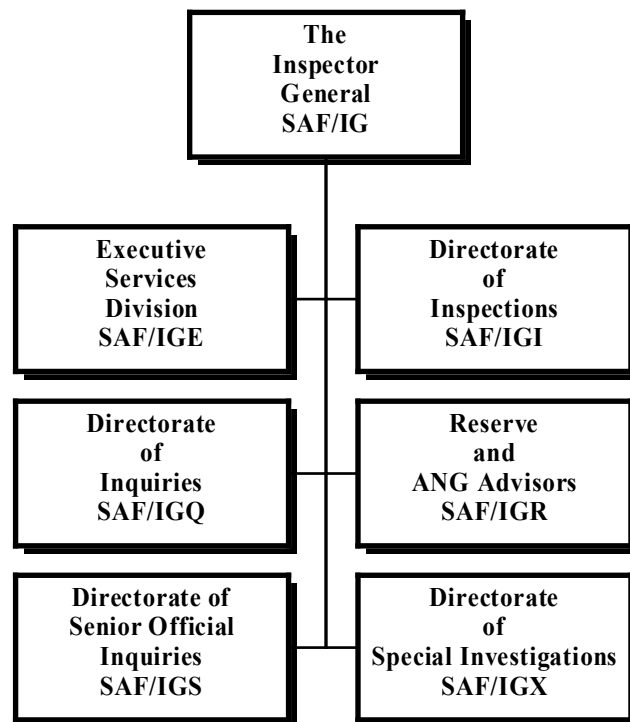
8.1.1.3. Base closure or realignment under the Defense Base Closure and Realignment Act of 1990, as amended. Primarily responsible for the Air Force Base Closure and Analysis process. Advises SAF/IE and the Secretary of the Air Force on all matters associated with the selection of bases to be recommended to the Secretary of Defense for closure or realignment. Oversees the process of collecting, verifying, and analyzing data for use by the Secretary, and ensures the Air Force Internal Control Plan is adhered to at all levels. Also ensures that all applicable Department of Defense and Air Force policy and guidance is complied with.

8.1.1.4. Logistics readiness and sustainment support, to include logistics functions-supply chain integration, distribution, planning and programming, and logistics system management. Ensures that logistics support, maintenance and material readiness programs are managerially and technologically sound and adequately resourced to accomplish the assigned Air Force and supported war fighter missions.

## Chapter 9

INSPECTOR GENERAL  
(SAF/IG)

Figure 9.1. Organization Chart for the Inspector General.



**9.1. The Inspector General (SAF/IG).** The Inspector General advises the Secretary of the Air Force (SECAF) and the Chief of Staff of the Air Force (CSAF) on the readiness, economy, efficiency and the state of discipline of the Air Force. Specifically, The Inspector General:

9.1.1. Responds to the SECAF on inspection, investigation, counterintelligence, complaint, and fraud, waste and abuse (FW&A) programs, portions of the antiterrorism program, as well as the policy, planning and allocation of resources relating thereto.

9.1.2. Makes inquiries into and reports on the discipline, efficiency, and economy of the Air Force and is directly responsible to the CSAF for the evaluation of operational readiness.

9.1.3. Supervises and oversees the Air Force Inspection Agency (AFIA) and the Air Force Office of Special Investigations (AFOSI). See *AFMDs 27 and 39* for FOA mission statements.

**9.2. Executive Services (SAF/IGE).** Supports The Inspector General in interpreting and implementing administrative policy and managing the security and travel programs for the SAF/IG staff.

**9.3. Directorate of Inspections (SAF/IGI).** Develops policies, planning, and program evaluation for the Air Force Inspection Program.

9.3.1. Represents the Inspector General and AFIA on policy, planning, and program evaluation matters for inspection issues at the Air Staff, Secretariat, and Office of the Secretary of Defense (OSD) levels, as well as with the General Accounting Office (GAO), DoD/IG, and other agencies external to the Air Force.

9.3.2. Manages the intelligence oversight program for the Air Staff and Secretariat.

9.3.3. Performs special assignments and provides management and advisory service to The Inspector General, the Air Staff, and Secretariat.

9.3.4. Prepares, coordinates, and recommends changes to the DoD, Air Force, and IG policy directives relating to inspections.

9.3.5. Prepares, executes and oversees resources plans and programs for accomplishing the inspections portion of the SAF/IG mission to include preparing and coordinating reports and recommended changes to Air Force resource planning and program directives impacting the Inspector General and AFIA.

**9.4. Directorate of Inquiries (SAF/IGQ).** The Inquiries Directorate supports The Inspector General as the focal point for inquiries, complaint and Fraud, Waste and Abuse (FW&A) resolution.

9.4.1. Develops overall policies, procedures and evaluation criteria for the DoD Hotline Referral Program, FW&A Program and personal complaints program within the Air Force.

9.4.2. Serves as the single POC with the Secretariat, Air Staff, OSD and Congress (through SAF/LL) on matters relating to complaints, DoD/IG referrals, FW&A and the Air Force Hotline.

9.4.3. Develops policy concerning the processing of the Freedom of Information Act, Privacy Act and official use requests pertaining to The Inspector General administrative inquiries.

9.4.4. Formulates policies, implementation procedures and program evaluation criteria for the USAF complaints, FW&A and administrative inquiries programs.

**9.5. Reserve and Air National Guard (ANG) Advisors (SAF/IGR).** As provided in Title 10, United States Code, Sections 10211, 12301, and 12310, the Reserve and ANG Advisors' manpower authorizations include specific positions for Air Reserve Component

(ARC) Affairs to advise directors of higher staff levels and take part in preparing and managing policies, plans, programs and regulations affecting ARC.

9.5.1. Coordinates across the Air Staff and Secretariat on inspection, inquiry, complaint and FW&A issues impacting ARC activities.

9.5.2. Provides advice and/or recommendations to The Inspector General concerning all IG functions that relate to the ANG and Air Force Reserves (AFRES).

9.5.3. Provides ANG and AFRES assistance as required for all special inquiries, reviews and oversights, and all other SAF/IG complaint systems.

9.5.4. Reviews and monitors all ANG and AFRES inspection reports to identify trends, which could degrade overall mission capability and readiness. Recommends corrective actions.

9.5.5. Represents The Inspector General at all conferences and seminars conducted by the ANG or AFRES.

9.5.6. Attends the USAF Air Reserve Forces Policy Committee on matters pertaining to SAF/IG activities.

9.5.7. Conducts sensitive senior officer inquiries of ANG, AFRES and active forces.

9.5.8. Augments and assists in USAF inspection and survey teams in the inspection of ANG and AFRES units.

**9.6. Directorate of Senior Officials Inquiries (SAF/IGS).** The Directorate of Senior Official Inquiries supports The Inspector General in developing policy on and conducting inquiries of complaints and allegations made against Senior Air Force Officials. Senior Air Force Officials are defined as Active, Reserve, ANG and Retired in the grade of 07 and above; current and former civilians in grades GS or GM 16 and above; and current and former SES and PAS.

9.6.1. Investigates all allegations against all senior Air Force Officials as defined above.

9.6.2. Reviews completed Reports of Investigation for legal sufficiency.

9.6.3: Provides investigation support to general officer promotion and Senate confirmation processes.

**9.7. Directorate of Special Investigations (SAF/IGX).** Develops overall policies, plans, programs, and budgets for the USAF criminal investigative and counterintelligence programs, and portions of the antiterrorism program.

9.7.1. Represents The Inspector General and AFOSI on policy, planning, resources allocation, budgeting and program evaluation matters relating to security, criminal investigative and counterintelligence, and portions of the antiterrorism issues at the Air

Staff, Secretariat, and OSD levels, as well as with GAO, DoD/IG, and other national law enforcement agencies.

9.7.2. Performs special assignments and provides management and advisory service to The Inspector General, the Air Staff, and Secretariat on matters outlined in the SAF/IG mission.

9.7.3. Develops plans and procedures to implement the USAF Continuity of Operations Plan. Acquires appropriate personnel to support the Air Force Emergency Operations Center and Contingency Support Staff.

9.7.4. Coordinates Special Access Program oversight for the Air Staff and Secretariat with SAF/IGI.

9.7.5. Serves as single POC for AFOSI assistance and briefings to Secretariat, OSD and Air Staff.

9.7.6. Prepares, coordinates and recommends changes to DoD, Air Force, and SAF/IG policy directives relating to criminal investigative, counterintelligence, and portions of the antiterrorism programs.

9.7.7. Monitors and evaluates current program execution and resource usage within AFIA and AFOSI.

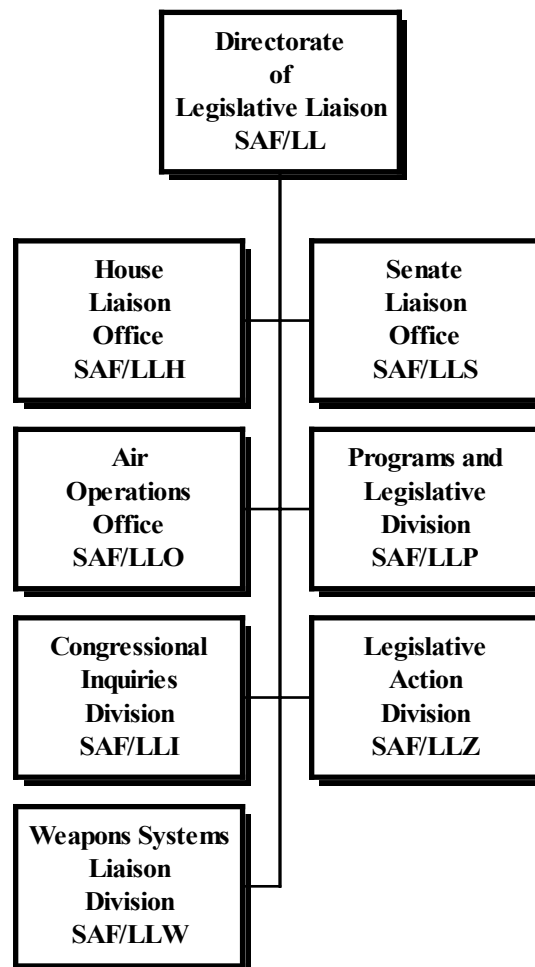
9.7.8. Submits the USAF investigative and inspection input to the DoD/IG Semiannual Report to Congress on audit, investigative and inspection activities and to the Congressional Budget Justification Books on the Counterdrug, Security and Investigative Activities (S&IA), Foreign Counterintelligence (FCI), and portions of the Antiterrorism (AT) programs.

9.7.9. Prepares, executes, and oversees resource plans and programs for accomplishing the criminal investigative and counterintelligence portions of the SAF/IG mission to include preparing and coordinating reports and recommended changes to Air Force resource planning and program directives impacting The Inspector General, and AFOSI. Assists SAF/IGI in accomplishing these tasks for AFIA.

## Chapter 10

### LEGISLATIVE LIAISON (SAF/LL)

**Figure 10.1. Organization Chart for the Directorate of Legislative Liaison.**



**10.1. Directorate of Legislative Liaison (SAF/LL).** The Directorate of Legislative Liaison advises the Secretary and all other principal civilian and military officials of the Department of the Air Force concerning Air Force legislative affairs and Congressional relations.

10.1.1. Except for appropriation matters, the Directorate:

10.1.1.1. Develops, coordinates and supervises the Air Force legislative program.

10.1.1.2. Evaluates and reports legislative matters about the Air Force, including issuing pertinent legislative information to proper Air Force officials and offices.



10.1.1.3. Prepares and coordinates reports, testimony and related statements on legislation with the Office of the Secretary of Defense (OSD), the Office of Management and Budget and the Congress including scheduling and other arrangements for presentation of legislative testimony before Congressional committees.

10.1.1.4. Prepares reports and arranges for presentation of testimony about real estate and construction projects for approval of the Armed Services Committees.

10.1.1.5. Prepares replies to inquiries from Committees of Congress and arranges for presenting testimony at Congressional hearings.

10.1.1.6. Prepares replies to correspondence and inquiries from Members of Congress, the Executive Office of the President and the Office of the Vice President.

10.1.1.7. Releases classified information to the Congress according to policies prescribed by the SECAF.

10.1.1.8. Supervises travel arrangements for Congressional travel designated an official responsibility of the Air Force.

10.1.1.9. Keeps members and committees of Congress advised of Air Force activities within their area of interest.

10.1.1.10. Maintains direct liaison with the Congress, the Executive Office of the President, OSD and other government agencies on matters mentioned above.

10.1.1.11. Manages preparation and support of SECAF and the Chief of Staff of the Air Force (CSAF) annual Congressional testimony.

10.1.1.12. Prepares the annual Air Force Posture Statement.

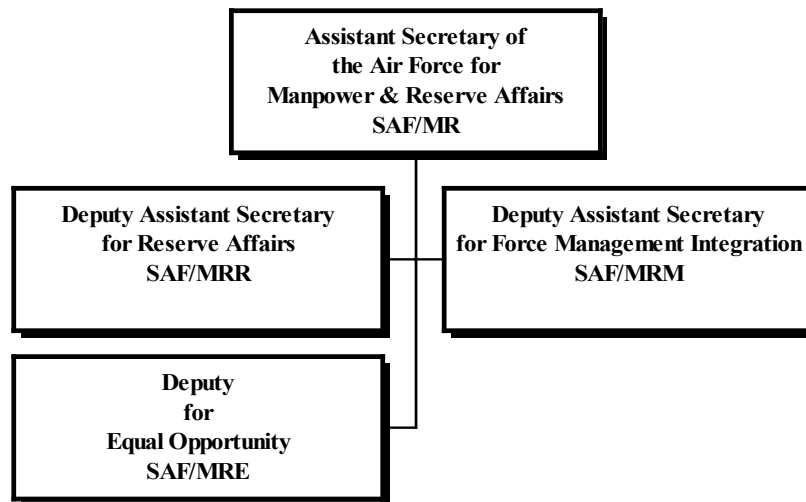
10.1.1.13. Organizes, directs and monitors the Air Force Staff Posture Team.

10.1.1.14. Prepares the Air Force Issues Book.

## Chapter 11

### ASSISTANT SECRETARY OF THE AIR FORCE MANPOWER AND RESERVE AFFAIRS (SAF/MR)

**Figure 11.1. Organization Chart for the Assistant Secretary of the Air Force for Manpower and Reserve Affairs.**



**11.1. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR).** The Assistant Secretary for Manpower and Reserve Affairs is responsible for the overall supervision of manpower; military and civilian personnel; Reserve component affairs; and health programs for the Department of the Air Force.

11.1.1. Provides guidance, direction and oversight for all matters pertaining to the formulation, review and execution of plans, policies, programs and budgets relative to:

11.1.1.1. Military and civilian personnel to include recruitment, accession, training and development, assignment, utilization, promotion, sustainment, compensation and entitlements and separation; family readiness and support; quality of life; services and morale, welfare and recreation (MWR); commissaries and base exchanges; medical readiness and health care programs and benefits; and drug demand reduction program (drug testing).

11.1.1.2. Manpower management programs and techniques, to include manpower mix and military essential matters.

11.1.1.3. Programs to prohibit unlawful discrimination, to include unlawful discrimination based on race, color, religion, national origin, sex, age, or, in the case of civilian employees, disabling conditions, or sexual orientation, and to create a working environment free from the aforementioned discrimination as well as from sexual harassment.

11.1.1.4. Reserve component affairs, including the Air National Guard and the Air Force Reserve, and Air Force oversight of the Civil Air Patrol.

11.1.1.5. The Secretary of the Air Force Personnel Council and its component boards, to include the Air Force Discharge Review Board, the Air Force Board of Review, the Air Force Personnel Board, the Air Force Physical Disability Appeal Board, the Air Force Decorations Board, the Air Force Clemency and Parole Board, and the Council's responsibilities with respect to the DoD Civilian/Military Service Review Board.

11.1.1.6. The Air Force Civilian Appellate Review Office.

11.1.1.7. The Air Force Board for Correction of Military Records.

11.1.1.8. Mobilization planning, contingency and crisis management planning to include support for dependent evacuation.

11.1.2. The Assistant Secretary for Manpower and Reserve Affairs serves as a member of the:

11.1.2.1. Air Force Council (AFC).

11.1.2.2. Reserve Forces Policy Board (established by Title 10, United States Code, Chapter 7, Section 175(a)(2)).

11.1.2.3. Per Diem, Travel and Transportation Allowance Committee.

11.1.2.4. Defense Health Council.

11.1.2.5. Department of Defense (DoD) Council on TQM.

11.1.2.6. DoD Mobilization and Deployment Steering Committee.

11.1.2.7. National Narcotics Border Interdiction System Coordinating Committee.

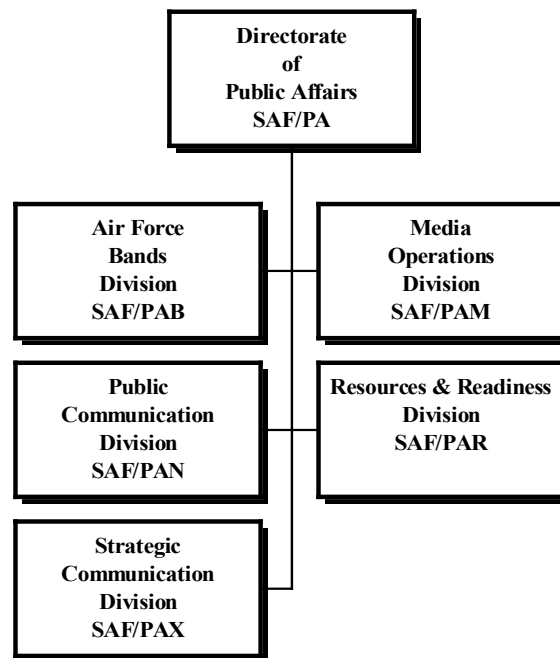
11.1.2.8. Defense Equal Opportunity Council.

11.1.2.9. Defense Program Review Board.

## Chapter 12

### PUBLIC AFFAIRS (SAF/PA)

★Figure 12.1. Organization Chart for the Directorate of Public Affairs.



**12.1. Directorate of Public Affairs (SAF/PA).** The Directorate of Public Affairs provides trusted counsel to the Secretary of the Air Force, the Chief of Staff and all other principal military and civilian leaders of the Department of the Air Force concerning Public Affairs activities to assist in building public trust and support and achieving the Air Force core competencies. Specifically, this Directorate:

12.1.1. Is responsible for organizing, training and equipping Public Affairs forces to execute Air Force information operations and communication strategies.

12.1.2. Provides management headquarters functions (policy and guidance; evaluation; resource allocation; and long-term planning, programming and budgeting) for Public Affairs, Broadcasting and Band career fields.

12.1.3. Directs strategic communication to promote the Air Force's institutional identity and build public support for Air Force operations.

12.1.4. Provides two-way communication tools to strengthen morale and readiness.

12.1.5. Works with communities and media to build and maintain public trust and support.

12.1.6. Develops, coordinates and implements information strategies and readies information forces to achieve global influence and deterrence.

12.1.7. Provides Public Affairs direction, policy and guidance applicable across the Air Force.

**12.2. Air Force Bands Division (SAF/PAB).** The Air Force Bands Division:

12.2.1. Develops policy and guidance for AF Bands.

12.2.2. Develops strategic resources plan for AF Bands.

12.2.3. Establishes accession qualifications and procedures for band officers and enlisted members.

12.2.4. Recommends to Air Force Personnel Center the assignment of all active duty band members and monitors active duty band personnel strength levels.

12.2.5. Coordinates band performance requests that need DoD approval.

12.2.6. Performs assistance visits to active duty bands.

12.2.7. Develops program doctrine and procedures of common interest to the Army, Navy and Marine Corps.

12.2.8. Tracks, measures and analyzes results of band missions, products and services; and provides policy directives as appropriate.

**12.3. Media Operations Division (SAF/PAM).** The Media Operations Division informs and explains to the global public, primarily through the Pentagon Press Corps and other national and international media, Air Force policies, programs, activities and issues. This Division:

12.3.1. Coordinates Air Force policy in responding to news media issues.

12.3.2. Serves as primary Air Force focal point for contact with national radio and television networks, wire services, national and regional newspapers, magazines and trade journals.

12.3.3. Directs and executes programs to maintain constructive relationships with media.

12.3.4. Maintains a crisis response capability for SAF/PA, to include providing Public Affairs guidance and support to the Secretariat, the Air Staff and subordinate units.

12.3.5. Integrates and focuses media relations activities in support of Air Force priority programs, to include preparing information materials and responding to news media queries promptly, accurately and truthfully.

12.3.6. Oversees legally required community involvement in environmental issues and generates and disseminates environmental messages.

12.3.7. Maintains liaison with the Assistant Secretary of Defense for Public Affairs (ASD/PA) and other federal and non-government agencies in conducting Public Affairs activities in support of Air Force programs.

12.3.8. Conducts media training for Air Force general officers, top-level civilians and other spokespersons on an as required.

12.3.9. Serves as focal point and monitor for Freedom of Information Act requests involving the news media.

**12.4. Public Communication Division (SAF/PAN).** The Public Communication Division coordinates and oversees all activities in support of SAF/PA requirements directly related to telling the Air Force story to the American public and building informed public support for the Air Force. This Division:

12.4.1. Develops, coordinates, and implements tactical communication plans in support of AF strategic communication objectives.

12.4.2. Nurtures relationships with key national audiences in order to stimulate mutual understanding.

12.4.3. Manages the Major Command (MAJCOM) Civic Leader Tour Program, and annual visits to the Pentagon by influential civic leaders from throughout the United States.

12.4.4. Coordinates Air Force special community relations events such as open houses, POW/MIA activities, and anniversary celebrations.

12.4.5. Oversees USAF Thunderbirds policy and scheduling as well as other aviation support to public events.

12.4.6. Uses national radio, television networks, wire services, trade journals, book authors, the motion picture industry and other communication channels to aggressively tell the Air Force story.

12.4.7. Capitalizes on pop culture events and media to reinforce the Air Force identity while determining the appropriateness of using Air Force resources in commercial motion pictures, television programs, documentaries and defense contractor and commercial promotional presentations.

12.4.8. Provides oversight to field office activities located in New York City, Chicago, and Los Angeles.

12.4.9. Develops, implements, and maintains an institutional identity campaign for the Air Force.

12.4.10. Receives, researches and responds to public queries about Air Force issues.

**12.5. Resources and Readiness Division (SAF/PAR).** The Resources and Readiness Division develops and maintains a deployable Public Affairs force by programming, planning, organizing, training, equipping and providing a triad of Band, Broadcasting and Public Affairs professionals ready to meet all challenges across the spectrum of conflict. This Division:

12.5.1. Provides PA policy and guidance to MAJCOMs and field units.

12.5.2. Evaluates career field training performance in contingencies and gathers and disseminates lessons learned to improve PA training.

12.5.3. Directs SAF/PA strategic resources planning, programming, budgeting and allocating resources.

12.5.4. Programs and serves as PA proponent in the AF corporate structure for program elements 91214, 92398, and 88711.

12.5.5. Develops, coordinates, and reviews PA annexes to Air Force operation plans, doctrines, and instructions.

12.5.6. Establishes and conducts career field workshops and schedules SAF/PA participation in Air Force, DoD, and Joint Chiefs of Staff exercises.

12.5.7. Develops and manages human resource development programs for the career field development to ensure career advancement, recognition, feedback, and effective leadership.

12.5.8. Interfaces with HQ USAF agencies, field organizations, other Services, and civilian institutions to manage military and civilian Public Affairs resources.

12.5.9. Advises Director of Public Affairs and AF Public Affairs Council on PA resource requirements and contingency support.

12.5.10. Oversees the development of Air Force Public Affairs doctrine.

12.5.11. Leads Public Affairs development for participation in new mission areas such as Information Operations.

12.5.12. Director of Public Affairs and AF Public Affairs Council on all aspects of the Air Force Reserve Public Affairs individual mobilization augmentee (IMA) program; manages and oversees IMA accessions, assignments and training requirements.

**12.6. Strategic Communication Division (SAF/PAX).** The Strategic Communication Division manages an integrated, strategic communication program for the Air Force. This division:

12.6.1. Oversees the USAF communication Council and the USAF Communication Steering Team

12.6.2. Publicizes an annual strategic communication plan and supervises development and publication of tactical communication plans and Public Affairs guidance on key USAF issues.

12.6.3. Conducts primary research and collects secondary research data for use in planning and evaluating communication efforts.

12.6.4. Establishes policies and programs to provide timely, accurate and relevant Air Force and Department of Defense news and information to the Total Air Force community during peace and war.

12.6.5. Interfaces with HQ USAF agencies, field organizations, other Services and DoD to manage internal information programs and resources.

12.6.6. Provides Air Force leaders with effective and efficient two-way communication tools to build, maintain and strengthen morale and readiness; Informs Air Force people about leadership's commitment to them and actions on their behalf.

12.6.7. Establishes policy for the Air Force base newspaper program and Air Force Public Affairs network services providing computer access to internal information products for Public Affairs offices around the world.

12.6.8. Develops innovative uses of technology and provides public access to Air Force information through interpersonal and on-line communications.

12.6.9. Provides oversight of AFNEWS products and services such as AF On-line News, Image Express, Air Force News Service, PA Guidance Letter

12.6.10. Advises the Director of Public Affairs and other Air Force civilian and military leaders on security and policy review matters; Provides policy, direction and guidance to Air Force units and offices on management and implementation of the Air Force Security Review Program

12.6.11. Reviews Air Force and Department of Defense information prevent the inadvertent release of classified material, Militarily Critical Technology transfer and to ensure official material conforms to established government policies and programs.

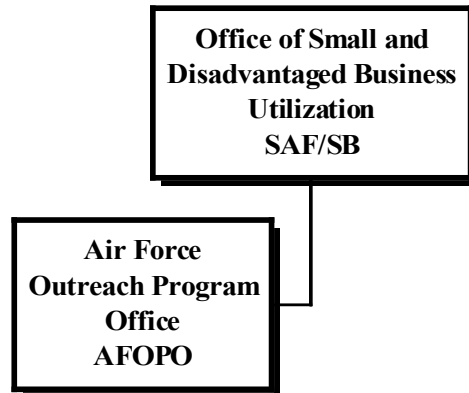
12.6.12. Reviews speeches; scientific, technical, and academic papers; congressional testimony and budgetary documents; advertisements and news releases; and audio-visual and other multimedia products for public release.



## Chapter 13

### SMALL AND DISADVANTAGED BUSINESS UTILIZATION (SAF/SB)

**Figure 13.1. Organization Chart for the Office of Small and Disadvantaged Business Utilization.**



#### **13.1. Director, Office of Small and Disadvantaged Business Utilization (SAF/SB).**

The Director, Office of Small and Disadvantaged Business Utilization, is responsible for Air Force implementation and execution of the functions and duties required by SAFO119.1 (Oct 1997); PL 95-507 (Small Business Act, as amended); Title 15, United States Code, Section 644, et seq.; Title 10, United States Code, Section 2323; and related legislation. The regulatory authorities are the FAR, DFARS, and AFFARS: Part 19 & 26, 219 and 5319, respectively. The additional directives are AFI 36-2834, AFPD 64-2, and AFI 64-201. The Director reports directly to Under Secretary of the Air Force and directs, manages, and oversees the execution of the US Air Force Small Business (SB) and Historically Black Colleges/Universities and Minority Institutions (HBCU/MI) programs to ensure that a fair proportion of Air Force contracts, grants and other agreements, for products and services, are awarded to SB (Minority-Owned, Women-Owned, Native American-Owned, Veteran-Owned, HUB Zone-Owned, and the Disadvantaged-Owned) and HBCU/MI.

13.1.1. Advises the Secretary, Under Secretary, and, when appropriate, the Chief of Staff on matters pertaining to SB and HBCU/MI.

13.1.2. Consults, on a regular basis with Air Force and Department of Defense acquisition and SB managers, representatives from the Small Business Administration, the Department of Commerce, and other government agencies.

13.1.3. Reviews and assists the Secretary/Under Secretary of the Air Force in formulating and disseminating the Air Force's small business position and policy when communicating with the Small Business Administration, Department of Commerce, other government agencies and the subordinate commands of the Air Force. Represents the Air

Force on these matters with the Department of Defense (DoD), other departments or agencies, and private industry.

13.1.4. Formulates, implements, directs and oversees program planning and reporting to include the: (a) adjudication of secretarial appeals; (b) responding to written and verbal inquiries from the Office of the Secretary of Defense and/or the executive and legislative branches of the Federal government; (c) participating in acquisition strategy development and source selection; (d) coordinating Air Force planning efforts and conferences with local governments, businesses, and HBCU/MI, nationwide; and (e) conducting on-site and electronic outreach to small businesses and HBCU/MI.

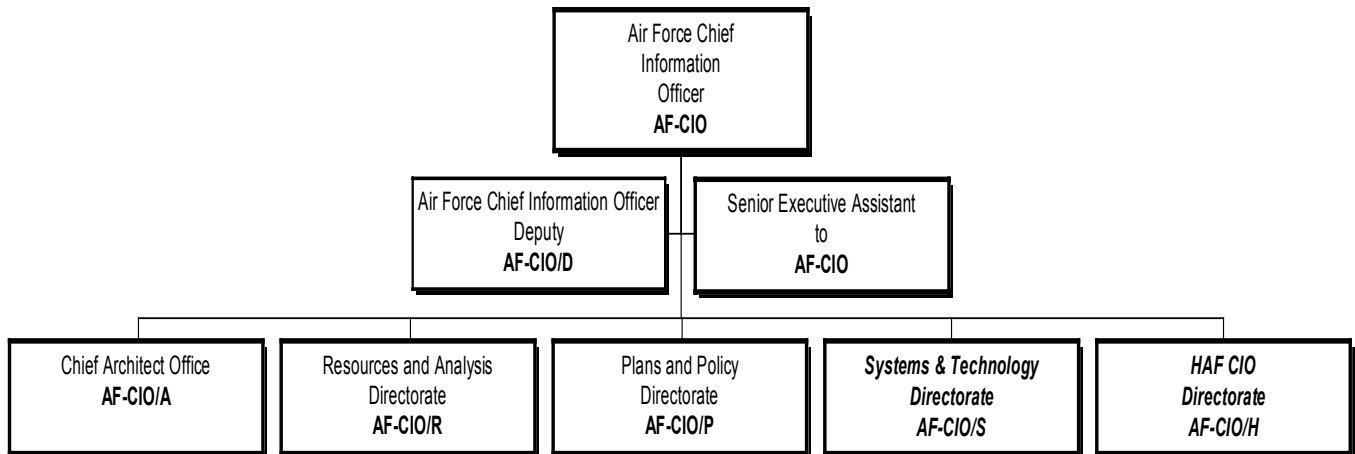
13.1.5. Exercises supervisory authority on these matters over all Air Force Small and Disadvantaged Business Utilization's Directors and Small Business Specialists (approximately two hundred, Air Force-wide).

**13.2. The Air Force Outreach Program Office (AFOPO).** The Air Force Outreach Program Office identifies trends, performs analyses, develops and implements initiatives that enhance the Air Force's performance in the area of small business. Responsibilities include providing education and training, assisting in the development of locally based outreach plans, populating PRONet databases with capable suppliers and marketing the outreach program to AF personnel and prime contractors.

## Chapter 14

### Air Force Chief Information Officer (AF-CIO)

★Figure 14.1. Organization Chart for the Office of the Chief Information Officer.



**14.1. The Air Force Chief Information Officer (AF-CIO).** The Office of the Chief Information Officer was established in 1996 as a result of the Clinger-Cohen Act and subsequent DoD directives. Initially, CIO duties were performed on a part-time basis. Due to the complexity and far-reaching impact of information technology, the Air Force recognized the need for full-time management of CIO functions. On 16 November 2001, a separate Air Force Chief Information Officer organization was established. The Air Force CIO and staff (AF-CIO) report directly to the Undersecretary of the Air Force. Duties and responsibilities of the CIO are described in Secretary of the Air Force Order 560.1 and other pertinent directives. The statutory basis for the Office of the Chief Information Officer is 40 USC Sec. 1425, 10 USC Sec.2223, 44 USC Sec.3534 and e-Government Act of 2002.

#### 14.1.1. The Air Force Chief Information Officer:

14.1.1.1. Is responsible for oversight of Air Force planning, budgeting, financial and program management processes for information technology (IT) investments. CIO responsibilities include oversight and guidance to ensure compliance with architectures, standards, return on investment objectives, and business process reengineering.

14.1.1.2. Carries out duties and responsibilities defined in the Clinger-Cohen Act: information technology acquisition, business process reengineering, information resources management, information protection, national security systems (NSS), standards, architecture, capital planning and investment, strategic planning, training and education, information technology registration, and Clinger -Cohen Act certification.

14.1.1.3. Serves as the principal advisor to the Secretary of the Air Force and senior Air Force leadership to ensure that information technology is acquired and information resources are managed consistent with the Paperwork Reduction Act.

14.1.1.4. Establishes goals and measures for improving the efficiency and effectiveness of Air Force activities and the delivery of services through the effective use of information technology. AF-CIO ensures performance measurements prescribed for information technology accurately depict how well IT supports Air Force programs. In addition, AF-CIO develops, maintains, and facilitates implementation of a sound and integrated IT architecture.

14.1.1.5. Promotes the effective and efficient design and operation of all major information resources management processes for the Air Force, including improvements to work processes. The CIO implements information resources management in accordance with the Paperwork Reduction Act, the Clinger-Cohen Act, DoD directives and OMB Circular A-130. AF-CIO provides IT program assessments to the Air Force Corporate Structure (AFCS) to facilitate optimal programming and budgeting allocations.

14.1.1.6. Monitors and evaluates the performance of Air Force IT programs and projects, using appropriate performance measurements. The CIO will advise the SECAF regarding whether to continue, modify, or terminate a program or project.

14.1.1.6.1. The CIO will designate a Senior Agency Information Security Official (SAISO); develop and maintain an Air Force wide information security program; ensure that the Air Force effectively implements and maintains information security policies, procedures, and control techniques; train and oversee personnel with significant responsibilities for information security; and assist senior Air Force officials concerning the Air Force information security responsibilities.

14.1.1.6.2. The CIO shall be responsible for participating in the functions of the Chief Information Officers Council and the Interagency Committee in evaluating the accessibility, usability, and preservation of government information.

14.1.1.6.3. The CIO will monitor and implement IT standards promulgated by the Secretary of Commerce, including common standards for interconnectivity and interoperability, categorization of Federal government electronic information, and computer system efficiency and security.

14.1.1.6.4. The CIO will ensure the development, review, and approval of privacy impact assessments.

14.1.1.6.5. In coordination with other senior Air Force officials, the CIO will report annually to SECAF on the effectiveness of the Air Force information security program, including progress of remedial actions.

14.1.1.7. Assesses the adequacy of knowledge and skill requirements for Air Force information technology personnel and the extent to which such personnel meet those

requirements. AF-CIO develops plans to rectify any deficiencies in meeting those requirements.

14.1.1.8. In conjunction with the AFCS, implements the process for maximizing the value and assessing the risks and results of IT capital investments. This process provides senior leadership with performance criteria for analyzing and evaluating the projected and actual costs, benefits, and risks associated with the investment.

#### **14.2. Chief Architect Office (AF-CIO/A):**

14.2.1. Establishes and oversees Air Force architecture policy, guidance, standards, and the development of AF architecture products to facilitate effective IT resource management, support architecture-based IT investment planning and decision-making, improve interoperability, and guide IT system development.

14.2.2. Leads the development and implementation of processes to develop, assess, and integrate AF architectures including enterprise, task force, mission area, program and derived architecture products.

14.2.3. Develops and implements processes for architecture-based support of IT investment planning activities, decision-making, and materiel acquisition processes.

14.2.4. Represents the AF in DoD, Joint, Service, Federal and international (e.g., allied) architecture and technical forums.

14.2.5. Develops enterprise level architecture reference products to support lower level architecture development activities and enable the lower level products' integration into a comprehensive and coherent AF enterprise architecture. Oversees secretariat functions for the AF Enterprise Architecture Integration Council.

#### **14.3. Systems and Technology Directorate (AF-CIO/S):**

14.3.1. Is the focal point for collecting and documenting user requirements for enterprise-wide information technology (IT) capabilities and decision support tools. Provides executive-level guidance and policy for the Global Combat Support System-Air Force (GCSS-AF), including the Air Force Portal.

14.3.2. Interacts with Air Staff and Secretariat level counterparts on IT related systems and technology across all systems and the IT infrastructure. Provides oversight, policy and guidance for key IT programs such as network/server consolidation.

14.3.3. Monitors, enforces and facilitates Air Force compliance with Air Force, DoD, and federal government regulations, policies and guidance on information technology including implementing oversight policy related to the CIO's role under the Clinger-Cohen Act (CCA). These areas of regulation and policy include, but are not limited to: CCA; AF-CIO Top Six; Command, Control, Communications, Computers and Intelligence Support Plan (C4ISP); Global Information Grid; Certificate of Networthiness, Certificate to Operate and Systems Compliance Database.

14.3.4. Establishes an emerging IT technology assessment capability to review and evaluate future information technologies and their applicability to the AF IT enterprise and business process needs. The goal of such process is the development of AF-wide policies to ensure viable maturing and emerging technologies are implemented with a sound governance foundation.

14.3.5. Develops enterprise strategies and policies for enterprise-wide IT initiatives and services. Liaison to DoD and OSD for Global Information Grid (GIG) enterprise services.

14.3.6. Develops visions, strategies, and policies for application development and fielding consistent with approved Air Force architecture and Air Force infrastructure standards.

14.3.7. Defines the approach for ensuring information resources are available to empower the operational transformation of combat forces. Leverages enterprise information management and technology across the Air Force enterprise, enabling the Air Force to seamlessly exchange data, creating an interoperable best-of-breed suite of capabilities, used in concert with the Air Force Portal to research, analyze, coordinate, manage, and publish information across the enterprise. EIM components include: Document Management, Content Management, E-Forms, E-Pubs, E-Records, Collaboration, Storage, Knowledge Management, and Workflow.

#### **14.4. Plans and Policy Directorate (AF-CIO/P):**

14.4.1. Develops and oversees Air Force information technology policy. Develops the Air Force and CIO vision and strategy for applying information management and technology to enhance Air Force mission capability as prescribed in JV2020, AF Vision 2020, and Air Force Strategic Plan.

14.4.2. Develops the Air Force Cybersecurity vision and detailed Cybersecurity strategic plan. Participates in initiatives investigating ways to accelerate the existing IT Acquisition Process.

14.4.3. Develops Air Force policy related to the Freedom Of Information Act (FOIA) and Privacy Act and provides program guidance and oversight regarding this legislation to MAJCOMs, FOAs, and DRUs. Oversees the distribution of the US Code of Federal Regulations to the Air Force and performs as a direct liaison with the Office of the Federal Register.

14.4.4. Plans, directs and advocates AF eBusiness initiatives.

14.4.5. Monitors and assesses EB/EC and related initiatives and serves as a catalyst for Air Force transformation efforts in the business and support areas.

**14.5. Resources and Analysis Directorate (AF-CIO/R):**

14.5.1. Provides oversight of all Air Force IT resources and advises the AFCS on optimal resource allocations for IT programs. Reviews the annual program summary report to Congress on the IT Budget and provides oversight of IT budget exhibits.

14.5.2. Directs the Air Force IT Portfolio Management process and prepares Air Force CIO assessments to the AFCS and senior leadership to facilitate optimal programming and budgeting decisions.

14.5.3. Oversees all secretariat functions for Air Force CIO coordination and advisory bodies, specifically the CIO Management Board (CIOMB) and CIO Executive Committee (EXCOM).

14.5.4. Prepares and responds to AF-CIO and SECAF requirements for IT-related speeches, briefings, and panel discussions related to IT by developing talking papers, PowerPoint presentations, and speeches for official speaking engagements.

14.5.5. Creates, develops, and maintains the AF-CIO public and private web sites as well as the AF-CIO Intranet consisting of AF-CIO shared files and information accessible throughout HQ AF. The AF-CIO Web master also maintains the AF Freedom of Information Act public web site.

**14.6. Headquarters Air Force CIO (AF-CIO/H):**

14.6.1. Provides centralized oversight of all HAF Information Resource Management (IRM) Activities. Supports the assessment of HAF IT requirements/systems and serves as the Executive Secretary for the Information Technology Management Board (ITMB) and a supporting ITMB Working Group. Specific functions include:

14.6.1.1. Capital Planning and Investment Control: Establish processes to oversee management and evaluation of HAF IRM investments based on sound business process reengineering, transformation, and business case analysis.

14.6.1.2. Information Technology Acquisition: Advise and assist HAF agencies to acquire IT in accordance with enterprise objectives.

14.6.1.3. Performance Measures: Assist HAF organizations in establishing performance goals for improving operational productivity, efficiency and effectiveness through appropriate use of IT.

14.6.1.4. Information Assurance: Monitor information protection states and certifications for all network/systems within the HAF and participate in risk-based evaluations to support operational upgrades and decisions.

14.6.1.5. Standards & Architecture: Facilitate development and provide oversight to ensure compliance with AF and HAF Enterprise Architectures and supporting IT standards.

14.6.1.6. Strategic Planning: Advise/assist the Air Force CIO in defining strategic direction, deciding issues, and reviewing proposed policies, methods, and approaches.

14.6.1.7. Training and Education: Provide oversight of the IT workforce development program.

14.6.1.8. Knowledge Management: Promote effective information sharing and management.

14.6.1.9. Process Improvement: Develop active partnerships with mission and business owners seeking to transform their operations with information technology infusions.”

14.6.1.10. Technology Assessment: Advocate state-of-the-art technology for IT acquisition and implementation while balancing risks, costs, and objectives.

14.6.1.11. E-Government/E-Business: Promote E-initiatives, such as E-Commerce, that lead to more effective and efficient business practices.

14.6.2. Is a member of the CIO Executive Committee and fulfills the responsibilities of a MAJCOM CIO for Headquarters Air Force while interfacing with the HAF IT service provider, the Air Force Pentagon Communications Agency (AFPCA).



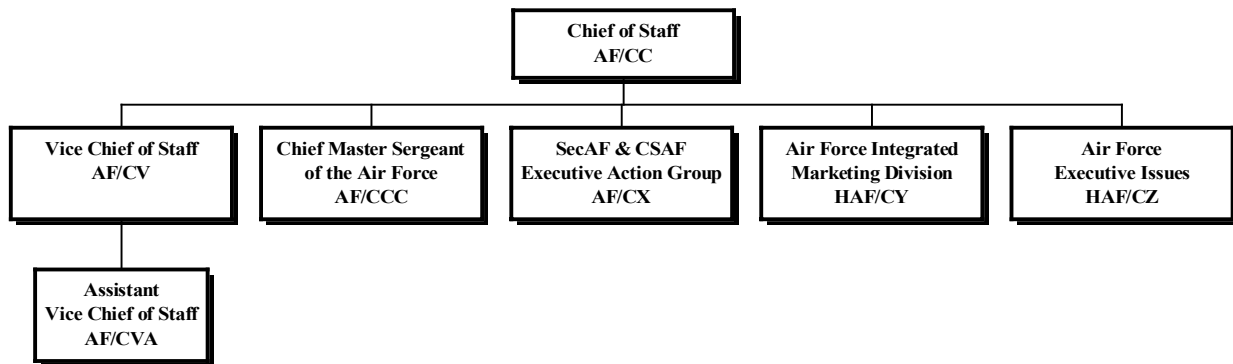
## Part II

### AIR STAFF

## Chapter 15

### CHIEF OF STAFF (AF/CC)

★Figure 15.1. Organization Chart for the Chief of Staff of the Air Force.



#### 15.1. Chief of Staff (AF/CC). The Chief:

15.1.1. Is a member of the Joint Chiefs of Staff and the Armed Forces Policy Council. As a member of the Joint Chiefs of Staff, he is one of the principal military advisors to the President, the National Security Council, and the Secretary of Defense; he is the principal military advisor and executive to the Secretary of the Air Force on activities of the Air Force.

15.1.2. Presides over the Air Staff and supervises members and organizations of the Air Force as the Secretary of the Air Force determines, consistent with full operational command assigned to commanders of unified combatant commands.

15.1.3. Is directly responsible to the Secretary of the Air Force for the efficiency of the Air Force and its preparedness for military operations. Advises the Secretary on the plans and recommendations of the Air Staff and acts as the Secretary's agent in carrying them out.

15.1.4. Supervises the administration of Air Force personnel assigned to unified organizations and unified combatant commands. Provides support to forces assigned to these organizations and commands as directed by the Secretary of Defense.

15.1.5. Supervises the following activities when responsibility for them has been assigned to the Air Force by the Secretary of Defense: Any supply or service activity common to more than one military department; the development and operational use of new weapons systems; and the performance of such functions as may be transferred from other departments or agencies of the Department of Defense.

15.1.6. Performs other duties as are assigned by the President.

**15.2. Vice Chief of Staff (AF/CV).** The Vice Chief:

15.2.1. Assists the Chief of Staff.

15.2.2. Under the delegated authority from the Chief of Staff, supervises the Air Force consistent with policy guidance and statutory limitations.

15.2.3. If the Chief of Staff is absent, disabled, or if the office is vacant, exercises the authority and performs the duties of the Chief of Staff.

15.2.4. Is Chairman of the Air Force Council.

**15.3. Assistant Vice Chief of Staff (AF/CVA).** The Assistant Vice Chief:

15.3.1. Assists the Chief of Staff and the Vice Chief of Staff.

15.3.2. Assists in developing, implementing, and reviewing plans, programs and policies, in the overall direction of the Air Force.

15.3.3. Generally, supervises the organization and administration of the Air Staff, and provides administrative services for the offices of the Secretary.

15.3.4. Arbitrates differences that develop between Air Staff agencies, and between those agencies and field commands. Provides guidelines for the resolution of problem areas.

15.3.5. Serves as member of the Air Force Council; Chairman in AF/CV's absence.

15.3.6. Serves as accreditation authority for foreign air attaché corps in Washington. Principal USAF representative officer to attaché corps functions.

15.3.7. Serves as Chairman, Communications Computer Systems Requirement Board.

15.3.8. Is a member of the Scientific Advisory Board Steering Committee.

15.3.9. Serves as Co-Chairman of the Environmental Protection Committee.

**15.4. Chief Master Sergeant of the Air Force (AF/CCC).** The Chief Master Sergeant of the Air Force:

15.4.1. Advises and assists the Chief of Staff and the Secretary of the Air Force on matters concerning Air Force enlisted members.

15.4.2. Serves as a representative of the enlisted force on several advisory boards: Air Force Aid Society Board of Trustees, Defense Commissary Agency Board of Directors, Air Force Morale, Welfare and Recreation (MWR) Board (AFMWRB), Air Force Uniform Board, Army & Air Force Exchange Service (AAFES) Board of Directors, and US Soldiers' and Airmen's Home (USSAH) Board of Commissioners.

**15.5. SecAF & CSAF Executive Action Group (HAF/CX).** The CSAF Operations Group:

15.5.1. Assists the Chief, Vice Chief, and Assistant Vice Chief of Staff in developing ideas, policies and concepts spanning the full range of Air Force and joint operational issues.

15.5.2. Assists the Chief, Vice Chief, and Assistant Vice Chief of Staff in presenting Air Force policies and positions to civic, military and other professional groups.

15.5.3. Assists the Chief, Vice Chief, and Assistant Vice Chief of Staff in preparing speeches, Congressional testimony, statements and articles.

15.5.4. Conducts special projects and advises the senior leadership on Air Force doctrine, policy, structure, and operations.

15.5.5. Interfaces with the Air Staff, Secretariat, Joint Staff and Office of the Secretary of Defense (OSD) on top priority programs.

15.5.6. Assists the Air Staff by providing background information and ideas to ensure policy and position statements reflect senior leadership guidance.

**15.6. Integrated Marketing Division (HAF/CY).** The Integrated Marketing Division:

15.6.1. Serves as the Air Force's centralized marketing office to provide marketing and advertising expertise.

15.6.2. Directs all Air Force marketing and advertising efforts.

15.6.3. Consolidates marketing and advertising funding and research.

15.6.4. Develops an integrated, comprehensive multi-media program.

**15.7. Air Force Issues Team (HAF/CZ).** Air Force Issues Team:

15.7.1. Protects and enhances the Air Force reputation and credibility.

15.7.2. Recognizes and coordinates fact-based responses to controversial issues.

15.7.3. Assists SAF/PA with communication strategies to build public trust and support, promote a positive Air Force image.

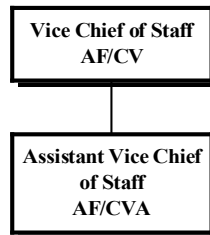
15.7.4. Monitors issues, activities and events that may impact the Air Force.

15.7.5. Serves as crisis response team to assist Air Force leaders and functional organizations on high-profile issues.

## Chapter 16

### VICE CHIEF OF STAFF (AF/CV)

★Figure 16.1. Organization Chart for the Vice Chief of Staff.



#### 16.1. Vice Chief of Staff (AF/CV). The Vice Chief:

16.1.1. Assists the Chief of Staff.

16.1.2. Under the delegated authority from the Chief of Staff, supervises the Air Force consistent with policy guidance and statutory limitations.

16.1.3. If the Chief of Staff is absent, disabled, or if the office is vacant, exercises the authority and performs the duties of the Chief of Staff.

16.1.4. Is Chairman of the Air Force Council.

#### 16.2. Assistant Vice Chief of Staff (AF/CVA). The Assistant Vice Chief:

16.2.1. Assists the Chief of Staff and the Vice Chief of Staff.

16.2.2. Assists in developing, implementing, and reviewing plans, programs and policies, in the overall direction of the Air Force.

16.2.3. Generally, supervises the organization and administration of the Air Staff, and provides administrative services for the offices of the Secretary.

16.2.4. Arbitrates differences that develop between Air Staff agencies, and between those agencies and field commands. Provides guidelines for the resolution of problem areas.

16.2.5. Serves as member of the Air Force Council; Chairman in AF/CV's absence.

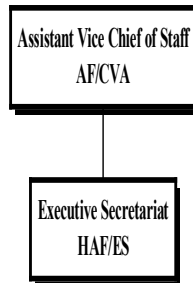
16.2.6. Serves as accreditation authority for foreign air attaché corps in Washington. Principal USAF representative officer to attaché corps functions.

- 16.2.7. Serves as Chairman, Communications Computer Systems Requirement Board.
- 16.2.8. Is a member of the Scientific Advisory Board Steering Committee.
- 16.2.9. Serves as Co-Chairman of the Environmental Protection Committee.

## Chapter 17

### ASSISTANT VICE CHIEF OF STAFF (AF/CVA)

★**Figure 17.1. Organization Chart for the Assistant Vice Chief of Staff of the Air Force.**



**17.1. Assistant Vice Chief of Staff (AF/CVA).** The Assistant Vice Chief:

17.1.1. Assists the Chief of Staff and the Vice Chief of Staff.

17.1.2. Assists in developing, implementing, and reviewing plans, programs and policies, in the overall direction of the Air Force.

17.1.3. Generally, supervises the organization and administration of the Air Staff, and provides administrative services for the offices of the Secretary.

17.1.4. Arbitrates differences that develop between Air Staff agencies, and between those agencies and field commands. Provides guidelines for the resolution of problem areas.

17.1.5. Serves as member of the Air Force Council; Chairman in AF/CV's absence.

17.1.6. Serves as accreditation authority for foreign air attaché corps in Washington. Principal USAF representative officer to attaché corps functions.

17.1.7. Serves as Chairman, Communications Computer Systems Requirement Board.

17.1.8. Is a member of the Scientific Advisory Board Steering Committee.

17.1.9. Serves as Co-Chairman of the Environmental Protection Committee.

**17.2. Executive Secretariat (HAF/ES).** The Executive Secretariat manages and directs the administrative support functions for the offices of the Secretary of the Air Force (SECAF) and Headquarters United States Air Force (HQ USAF) Command Section (CSAF, VCSAF, and AVCSAF). Specifically, the Executive Secretariat:

17.2.1. Develops and implements policy and technical guidance for the Secretariat and Air Staff governing the preparation and processing of correspondence for signature, approval, coordination or information of the principal Secretariat offices and the Command Section.

17.2.2. Performs quality control to ensure that the staff complies with specified administrative procedures and directives as they apply to correspondence preparation for Secretariat and Command Section action.

17.2.3. Is the administrative liaison between Air Staff, Secretariat, and the Office of the Secretary of Defense (OSD).

17.2.4. Is responsible for the routing and referral of correspondence and messages to the appropriate Secretariat or Air Staff office for action or information.

17.2.5. Establishes and controls Secretariat and Command Section suspense actions on all correspondence.

17.2.6. Receives and dispatches official correspondence and messages (both classified and unclassified) and mail (including certified and registered) for the offices of the SECAF and the HQ USAF Command Section.

17.2.7. Tracks the status of taskers and packages through the signature and approval process within the Command Section and the Secretariat.

17.2.8. Provides Deputy Chief of Staff/Assistant Chief of Staff (DCS/ACS) staff offices with a daily list of suspenses being monitored for the Secretariat (SAF) and the Command Section.

17.2.9. Is responsible for managing SECAF, USecAF and Command Section Records Management Program including the duties of the functional area records managers, Privacy and Freedom of Information Acts monitoring, and preparation of annual reports.

17.2.10. Researches/retrieves documents for the Secretariat and Command Section which have processed through for action; cases controlled may be stored in the office or at the Washington National Records Center.

17.2.11. Is the official Customer Account Representative (CAR) for publications and forms for the Command Section.

17.2.12. Performs top secret and North Atlantic Treaty Organization (NATO) control officer functions for the Command Section.

17.2.13. Performs internal and external courier service for the Secretariat and the Command Section.

17.2.14. Is the Command Section's security manager.



17.2.15. Serves as the focal point (FP) for Command Section administrative actions and special projects. Provides support services and performs special projects for CSAF, VCSAF, and AVCSAF.

17.2.16. Serves as member of the Communications-Computer Systems Requirements Board (CSRB) working group for the Command Section and performs system analyses for Command section offices.

17.2.17. Manages the travel and overtime budgets for the Command Section.

17.2.18. Serves as liaison between Command Section officials and the Air Force Pentagon Communications Agency (AFPCA) on automation.

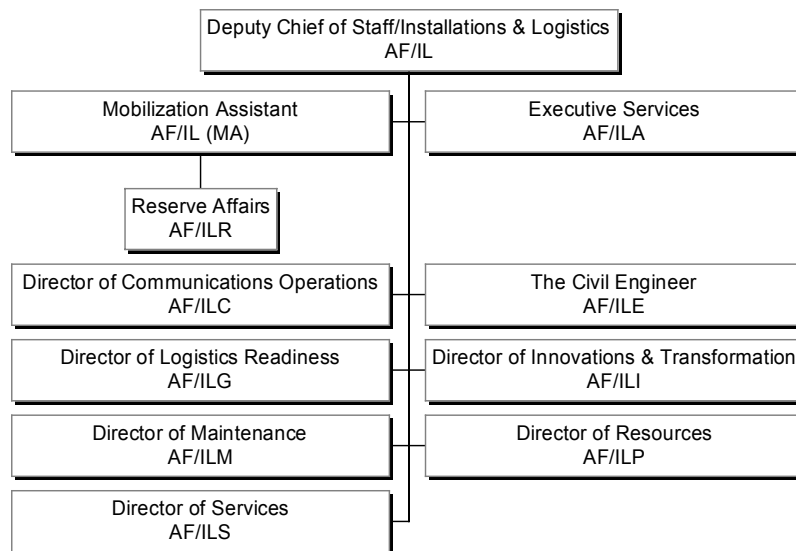
17.2.19. Manages the officer review boards for CSAF, VCSAF and AVCSAF management levels.

17.2.20. Provides HAF with high quality, cost effective, customer-responsive, electronic workflow processes.

## Chapter 18

### DEPUTY CHIEF OF STAFF FOR INSTALLATIONS AND LOGISTICS (AF/IL)

★Figure 18.1. Organization Chart for The Deputy Chief of Staff/Installations & Logistics.



**18.1. The Deputy Chief of Staff/Installations & Logistics (AF/IL):** Is responsible for the training, organizing, and equipping of personnel for all facets of installations and logistics support. Ensures Agile Combat Support, sustainment, and readiness through planning, programming, and budgeting. Supports annexes to war plans supporting National Command Authority, Joint Staff, & MAJCOMs. Establishes weapon systems policy and performance.

18.1.1. Directs worldwide management of Air Force installations and logistics support.

18.1.2. Determines Air Force logistics requirements, directs budget submission preparation, and provides justification through all review levels.

18.1.3. Directs strategic war planning, programming, and budgeting.

18.1.4. Formulates Air Force programs, policy, and procedures for warfighter support systems such as: communications, civil engineers, services, logistics readiness, maintenance, and resources.

18.1.5. Provides direct oversight of weapons acquisition process through joint Army/Navy/Air Force general officer review groups.

18.1.6. Oversees the Air Force infrastructure, building and facilities planning, programming, and budgeting.

18.1.7. Oversees the formulation, funding, and implementation of Quality of Life initiatives

18.1.8. Deals directly with the Secretary and Chief of Staff of the Air Force, the offices of Secretariat and Air Staff, Office of the Secretary of Defense (OSD), Assistant and Deputy Assistant Secretaries, key Joint Chiefs of Staff (JCS) Directors, presidential appointees, and Major Command (MAJCOM) commanders.

18.1.9. Member of the Air Force Council, Air Force Morale, Welfare, and Recreation Advisory Board, Air Force Advisory Group with Rand Corporation, Executive Resources Board, the Acquisition Professional Development Council, the Defense Commissary Board, the Joint Logistics Council, Army and Air Force Exchange Service Board of Directors, and the IL/LG MAJCOM Conference.

18.1.10. Has a manpower authorization under Title 10, United States Code, Section 10301, for an Assistant for Reserve Affairs. The Assistant for RA assists and advises the DCS and Directors, and administers/prepares policies, plans, programs, and regulations affecting Air Force Reserve personnel assigned to the DCS. The Assistant for RA manages the Reserve Affairs support office (AF/ILR) and provides staff support to SAF/MR, Air Reserves Forces Policy Committee (ARFPC). Has a manpower authorization for a general officer Mobilization Assistant.

18.1.11. Executive Services (AF/ILA): Oversees the following sections for AF/IL and all Directorates under AF/IL:

18.1.11.1. Information Management/Administration. Manages the information management, administration, and security support functions for AF/IL. Responsible for internal distribution of classified and unclassified correspondence, to include tasking, coordinating, tracking, and quality standardization for staff actions.

18.1.11.2. Military Personnel. Manages all manpower and personnel matters impacting military personnel assigned or attached to AF/IL. Works with the Air Force Personnel Center, MAJCOM headquarters, and other appropriate agencies for any requisitions or changes to the military personnel and manpower data systems.

18.1.11.3. Civilian Personnel. Manages all manpower and personnel matters impacting civilian personnel assigned or attached to AF/IL. Works with the Air Force Personnel Center, Civilian Personnel Office, and other appropriate agencies for any requisitions or changes in status for civilian personnel.

18.1.11.4. Computer Support. Develops, implements, and administers internal policy, programs, and procedures for all office automation within AF/IL. Provides daily help desk support to the IL staff and performs system administration and programming support for on-going programs. Administers all web-based information and serves as the Webmaster for AF/IL.

**18.2. The Directorate of Communications Operations (AF/ILC):** Responsible for developing policies and procedures for daily communications operations and maintenance, while ensuring the communications and information (C&I) community is trained, organized and equipped for full-spectrum operations. Acts as the Air Staff's directorate for crisis response and contingency operations for C&I, and focuses on day-to-day operations of the C&I systems, including: planning, programming, resource allocation, and program evaluation for the management, use, and security of communications, computers, and visual information systems.

18.2.1. Responsible for secure, reliable, and robust global communications and networks supporting the Expeditionary Air Force (EAF), Combatant Commands, and the Air Force Major Commands (MAJCOMs). Provides network operations and security to include policy, guidance, and doctrine affecting network enterprise operations and security oversight, Information Assurance Vulnerability Assessment (IAVA) compliance verification, Time Compliance Network Order (TCNO) verification, network operation and maintenance activities and sustainment, system engineering and installation oversight, network security oversight process improvement, and base-level communications operations and sustainment. Assesses C4 readiness and current operations and its responsibilities include C&I unit task code (UTC) program oversight, C&I sustainment operations in support of the Aerospace Expeditionary Force (AEF), theater deployable communication program oversight, deployable air traffic control and landing systems program oversight, and satellite communications operations, and Air Staff focal point for the communications operations crisis action team (CAT).

18.2.2. Assists in force structure decisions and formulation of policies, plans, programs, and regulations affecting the Air National Guard and the Air Force Reserve. The position is provided under Title 10, United States Code, Section 265.

18.2.3. Responsible for current overall ability of the USAF C4 community to support planning and execution of air power. Focal point for current operations of Automatic Digital Network (AUTODIN), near-term planning for strategic communications systems, and the Defense Message System (DMS). Lead for C&I IT Asset Management and other oversight mechanisms. Creates a model for presenting and tracking investment decisions as well as presenting business cases for changes to established architectures. Develops, in coordination with the AF-CIO, software policy for C4I systems, excluding embedded systems and serves as focal point for Systems Compliance Database (SCD) oversight for compliance reporting. Acts as Budget Program Activity Code (BPAC) monitor for BPAC 833140, Strategic Command and Control and BPAC monitor for BPAC 834010, General Information Technologies.

18.2.4. Develops, analyzes, and advocates force structure and organizational solutions for the C&I career field. Evaluates force structure impacting peacetime, wartime and AEF C&I in-garrison and deployed operations. Establishes training policy for C&I career fields and chairs Maintenance Training Advisory Groups (MATAGs) and Communications Training Advisory Groups (CTAGs). Develops and publishes AF postal policy and operational guidance applicable to personal and official mail at overseas Air Post Offices, CONUS Official Mail Centers, Area Distribution Offices, and Unit Mail Rooms. Establishes and oversees AF policies and guidance for Information Management

Tools (IMT, formerly forms), AF Records Management Program, and the AF Administrative Communications Program; formulates AF publishing policies and guidance and oversees the Air Force Content Management Program (formerly the Publications Management Program); formulates and oversees the Enterprise Information Management policies and guidance; develops and distributes Air Force-wide policy and guidance implementing the Congressionally-mandated Section 508 requirements of Section 508 of the Rehabilitation Act of 1973; and computer software management, including the development of software policy for the management of licensed commercially off-the-shelf (COTS) and Air Force-unique software acquired by the Air Force (other than software internal to a weapon system; see AFPD 63-1, *Acquisition System*).

**18.3. The Civil Engineer (AF/ILE):** Provides commanders with the policies, authorities, resources, and technical support they require in the areas of Installation Engineering, Expeditionary Engineering, Environmental Leadership, Housing Excellence, and Emergency Services. AF/ILE supports commanders as follows:

18.3.1. Provides policy, management and oversight through planning, programming, advocacy, and distribution of resources for the AF military construction (MILCON), non-appropriated fund (NAF), efficient facility initiative, and other capital investment programs. Represents Air Force Engineering and Construction on professional and corporate societies, associations, and councils.

18.3.2. Provides administrative, personnel, supply, computer, graphics, and other executive support for AF/ILE. Executes an annual staff operating budget of approximately \$350K, provides administrative oversight for approximately 80 civilian and Individual Mobilization Augmentee (IMA) personnel, and establishes policy for all support activities within AF/ILE.

18.3.3. Responsible for military family housing, unaccompanied personnel housing, housing operations and maintenance, furnishings management, and housing privatization activities.

18.3.4. Develops, manages and advocates policy, guidance, and resources for Civil Engineer information systems such as the Automated Civil Engineer System (ACES). It also oversees the Headquarters Air Force (HAF) Geo Integration Office (GIO) which is responsible for Air Force-wide adoption of geospatial technologies that provide installations with the organic capability to access, maintain, and exploit "one map" to satisfy installation requirements.

18.3.5. Coordinates all civil engineering policies, plans, programs and budgets, close to \$11B, to support the AF physical plant, to include CE readiness activities, real property maintenance, base operating support, military construction, family housing, outsourcing and privatization, and environmental programs. They are the focal point for congressional actions, long-range planning, base realignment and closure (BRAC) planning and programming. Also provides analysis of basing options to CSAF for beddown of new weapons systems, realignments, unit moves and non-AF organizations

requesting beddown on AF real property, and oversees environmental planning activities for the Air Force.

18.3.6. Establishes policy and plans, programs, and budgets for all Real Property Maintenance Activities (RPMA), approximately \$3.9B annually, which include Sustainment, Restoration and Modernization (SRM) Operation and Maintenance (O&M); Real Property Services (RPS); and Demolition. Also responsible for program management of the \$3.1B Base Operating Support (BOS) account.

18.3.7. Responsible for Air Force policy, budget oversight, and execution of all aspects of environmental programs, including cleanup, compliance, pollution prevention, and the conservation of natural and cultural resources.

18.3.8. Responsible for the preparedness and warfighting capability of Prime Base Engineer Emergency Forces (BEEF), Rapid Engineer Deployable Heavy Operational Repair Squadron, Engineer (RED HORSE), firefighters, readiness, and explosive ordnance disposal personnel. Serves as the focal point for nuclear, biological and chemical (NBC) passive defense training and operations for AF personnel. The staff functional area manager integrates the major commands' and Air Reserve Components' civil engineers into the Air and Space Expeditionary Force (AEF) deployment schedule that provides mission-ready forces to meet CINC requirements across the full spectrum of operations. In addition, the Division is responsible for installation and support issues such as utility privatization, strategic sourcing, energy, and training and education for CE personnel, and serves as the focal point for the AF Corporate Structure for combat support (security forces, NBC, and expeditionary equipment modernization) and antiterrorism/force protection funding.

**18.4. Directorate of Logistics Readiness (AF/ILG):** Responsible for the doctrine, plans, policies, manpower, personnel, and information systems that integrates AF Agile Combat Support through materiel management and distribution, personal property and passenger management, fuels, vehicles, deployment processes. This directorate integrates readiness concepts, policy and requirements with OSD, JCS, CINCS, and MAJCOMS. It plans logistics transformation initiatives, directs AF logistics management studies, and operates the USAF Combat Support Center.

18.4.1. Operates the Air Force Combat Support Center (CSC). ILGC is responsible for Combat Support Readiness Reporting and Reviews, to include the Joint Quarterly Readiness Review (JQRR) and the Quarterly Readiness Report to Congress (QRCC). ILGC develops contingency operations plans, and maintains readiness through USAF and JCS exercises.

18.4.2. Develops logistics deployment and distribution policy and procedures for AF and Joint Expeditionary Combat Support. Provides deployment, expeditionary site planning, WRM, and support agreements policy/procedures. Responsible for IL AEF planning and execution and develops USAF Intransit Visibility policy and procedures. Provides development of cargo distribution policy for inclusion in USAF War and Mobilization Plan (WMP), Defense Guidance, and Joint Strategic Capabilities Plan, and peacetime operations. 18.4.3. Develops sustainment and material management policy for Air Force

aircraft, missiles, munitions, communications, and vehicles. Responsible for AF maintenance and operations policy for appropriated fund motor vehicles, watercraft, and railroad equipment (organic, hired/leased). Oversees the Readiness Spares Package and Inventory Reduction programs. Develops USAF stockage policy, and organizational/career field policy for supply/fuels, equipment management, fuels management, and vehicle maintenance.

18.4.4. Develops and implements Air Force passenger and personal property movement policies and procedures for the Secretary and Chief of Staff of the Air Force in support of Expeditionary Air Forces. Responsible for developing and implementing Service-unique personal property movements policy through OSD, the Joint Staff, the combatant commanders, and other DOD Services and agencies. Renders opinions to the USAF Board for Correction of Military Records for both passenger and personal property case studies.

18.4.5. Provides leadership in the Air Force for installation and logistics planning, modernization of combat support information systems management of selected officer and civilian career fields, and the integration of logistics and other functions to define and accomplish Agile Combat Support.

**18.5. Directorate of Innovations & Transformation (AF/ILI):** Develops and implements Air Force policy and planning for all facets of installations and logistics transformation. Provides leadership and drives change management throughout the design, implementation, and sustainment phases of Air Force logistics transformation.

18.5.1. Plans and develops Air Force Installations and Logistics Transformation concepts for implementation and execution. Integrates maintenance, financial management, information technology, advanced planning, spares command and control, purchasing and supply chain management initiatives for improved warfighter parts supportability and reduced ownership costs.

18.5.2. Provides management and oversight of installations and logistics information systems. It leads the Air Force effort to fully integrate and exploit Service and joint information systems. They are the focal point for forecasting, programming, and executing resources for logistics information systems.

**18.6. Directorate of Maintenance (AF/ILM):** Develops and implements Air Force policy and planning for all facets of aircraft maintenance (base and depot), missiles (tactical and strategic), munitions (conventional and nuclear), space systems logistics support, and support equipment (SE) in support of assigned weapon systems. Establishes maintenance policies for personnel and manpower training issues. Under 10 U.S.C. 1021, a manpower authorization is included for an Air National Guard Affairs advisor who assists in actions affecting logistics support of Air Reserve Forces. Maintains close liaison with the National Guard Bureau (NGB), AFRC, MAJCOMs, and other Headquarters United States Air Force (HQ USAF) agencies to ensure effective support of Air Reserve Force requirements.

18.6.1. Establishes maintenance management policies and concepts for the Air Force to ensure required degrees of readiness and effectiveness are maintained. Establishes maintenance management policies and criteria for depot maintenance workloading, interservicing, posture planning manpower, and facilities. Serves as the functional manager for all field and depot level maintenance management information systems and aircraft maintenance officers and enlisted career fields.

18.6.2. Establishes maintenance/logistics management policies and concepts for non-nuclear munitions, nuclear weapons/warheads, tactical and strategic missiles, associated aircraft systems munitions handling equipment, non-nuclear Munitions Product Assurance Program, and all segments of space systems (i.e., space, launch, control, user). Directs implementation of DoD and Air Force policy requirements/criteria for custody and accountability of non-nuclear munitions and nuclear weapons/warheads. Establishes policy and management concepts regarding Air Force participation in the DoD Program for Single Management of Conventional Ammunition (DoDD 518.30.65, *Single Manager for Conventional Ammunition*).

18.6.3. Serves as focal point in providing guidance and assistance to MAJCOMs, Air Staff, JCS, DoD, and other federal agencies regarding technical and logistics issues in support of Air Force Weapon Systems assigned to the Division. Serves as the primary AF/IL focal point for acquisition logistics applicable to assigned systems. Provides the primary logistics inputs to acquisition managers regarding the impact of acquisition policy and decisions on supportability for assigned systems. Reviews, recommends changes, and coordinates on Mission Needs Statements (MNS) and Operational Requirements Documents (ORD) applicable to systems assigned to the Division.

**18.7. Directorate of Resources (AF/ILP):** Responsible for AF installations and logistics long-range and strategic support planning and associated policies. Prepares, executes, and manages budget programs totaling over \$30 billion annually for AF aircraft, missiles, munitions, communications, and vehicles. Validates requirements and defends budget requests through Corporate Resource Panels, AF Council, OSD, OMB, JCS, and congressional review and enactment process.

18.7.1. Lead for congressional and budgetary matters. Monitors all AF/IL congressional and legislative liaison activities and responds to SAF/LL and SAF/FM taskings. Conducts in-depth research and analysis on all bill and report language to assess the impact on AF/IL programs. Prepares senior AF leaders for congressional testimonies and hearings addressing AF/IL issues and acts as the central integration office for formulating written responses to congressional inquiries. Provides logistics oversight to the Air Staff by representing AF/IL within the corporate structure. Develops, coordinates and integrates AF/IL policies, plans, programs and budgets (appropriated and non-appropriated) and provides corporate structure representation for all inputs. Directs the development of AF/IL program documentation: POM, POM exhibits, PDMs, PBDs, budget estimate submittals and President's budget submittals. Serves as the logistics member of the Air Staff Posture Team and serves as the AF/IL POC for preparation, processing, and coordination of Budget Program Fact Papers and Posture Hearing Issue Papers.



18.7.2. Responsible for the development, defense and execution of a \$4.2 billion annual budget for logistics resources critical to Air Force readiness and combat sustainability. Resources include the Other Procurement Appropriation, Procurement of Munitions Appropriation, Support Equipment, and War Reserve Materiel. Additionally, the division provides substantive review and analysis of congressional legislation, DoD policy, planning, programming and budgeting guidance, as well as, program execution to ensure program compliance.

18.7.3. Responsible for AF/IL strategic planning matters and develops, coordinates, publishes, and assesses implementation of USAF logistics inputs to the JV 2020 Focused Logistics Roadmap. Performs a broad range of highly complex qualitative and quantitative analyses of logistics programs, policies, and issues necessary to improve Air Force logistics policy, planning, and operations impacting warfighter support. Chairs the AF/IL manpower integrated process team comprised of representatives from all AF/IL directorates. AF/IL focal point for the Air Force Education Requirements Board and ensures staff interests in professional continuing education and advanced academic degree requirements are properly addressed. Also responsible for administering the semi-annual IL/LG MAJCOM Conference and the IL Joint Reader Program.

18.7.4. Manages selected investment material within Aircraft Procurement (3010), Missile Procurement (3020), selected aspects of the Operations and Maintenance (3000, 3080, 3600) appropriation, and the Supply Management and Depot Maintenance Activity Groups of the Air Force Working Capital Fund totaling over \$27 billion. Develops, advocates and defends logistics requirements throughout the Planning, Programming, and Budgeting System (PPBS) process. Serves as the functional area point of contact for OSD Congressional Program and Budget reviews, tracking and coordinating responses to logistics management issues. Provides day-to-day management of the Headquarters Air Force Resource Management Process (HAF RMP) AF/IL portfolio.

**18.8. Directorate of Services (AF/ILS):** The principal advisor to SecAF, CSAF, and members of Congress for MWR and Services programs and policy; provides advice and counsel to MAJCOM commanders on programs under their jurisdiction. Manages \$2 billion Services business and allocates limited appropriated fund (APF) resources. Key member of the AF MWR Advisory Board that formulates Services corporate direction and broad policies to ensure a balanced program for the entire AF community. Ensures adequate resources and training are available to sustain wartime readiness posture of Services personnel; establishes and maintains proper oversight of administration of Services programs worldwide. Executive agent for Armed Forces Entertainment, supporting all military services; provides quality, live entertainment to military and family members overseas; liaison with United Service Organizations (USO).

18.8.1. Primary contact to the Defense Finance and Accounting Service (DFAS), the Office of the Secretary for Financial Management, the AF Audit Agency (AFAA), the General Accounting Office (GAO), the AF Inspector General, and the AF Office of Special Investigations (AFOSI). Develops operational management policy for APF and nonappropriated funds (NAF); includes oversight of NAF capital requirements program and NAF and APF construction. Liaison for AAFES and DeCA financial, facility and construction matters including AAFES dividend allocation policy. OPR for the AF

Civilian Welfare Fund, Fisher House Fund Board, and the Finance and Audit Committee and Investment Subcommittee of the AF MWR Advisory Board. Representative to the AF corporate structure, holding positions on both the AF Group and AF Board; supports the AF/IL representative on the AF Council.

18.8.2. Develops policy, standards and long-range plans for AF fitness and sports, food service, libraries, skills development, outdoor recreation, information, ticket & tours, lodging, clubs, golf, bowling, aero clubs, marketing, commercial sponsorship, and other Services programs. Member of DoD policy councils for food service, basic allowance for subsistence (BAS) reform and subsistence in kind (SIK) issues, lodging, libraries and the Armed Forces Sports Council.

18.8.3. OPR for Services program use and patron eligibility and private organization policy. Focal point for AAFES and DeCA issues and boards; OPR for AF MWR Advisory Board and AF Civilian Welfare Fund Board. Develops strategic plans and doctrine; oversees metrics and process evaluation development. Focal point for Congressional matters and develops testimony and responses for the record on QoL, MWR, and Services. Tracks and reviews proposed legislation; provides recommendations to senior leadership. Focal point for information and survivor assistance to family members of deceased AF personnel. Forms and chairs the Survivor Crisis Action Team when needed after fatal aircraft mishaps and other incidents; coordinates efforts of affected agencies inside and outside DoD. Assures timely, accurate information flow to senior leaders, and assistance to field commanders. Manages Survivor Assistance web site and toll-free support line; follows through on queries. Develops training and materials for Family Liaison Officers and commanders.

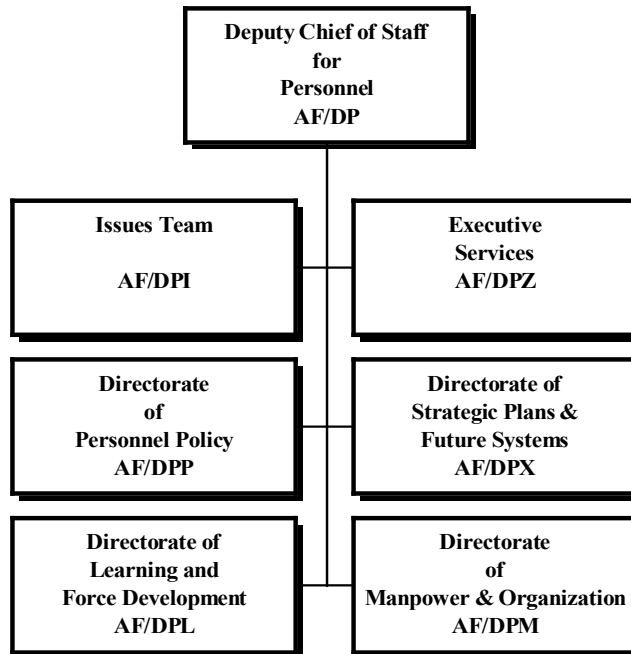
18.8.4. Develops policy and standards for readiness and warfighting planning efforts, manpower (military, APF, and NAF), personnel, mortuary affairs, readiness, information and technology, and education and training. Develops policy for and provides oversight of education and training and career progression initiatives for all Services officer, enlisted and civilian personnel. Develops policy and oversees administration of AF NAF civilian personnel program. DoD Mortuary Affairs liaison, Central Joint Mortuary Affairs Office Council representative, DoD executive agent for military funeral honors outreach program including public website and toll-free number; maintains Mass Fatality Reporting Cell (MFRC) to provide mass fatality processing status following accidents involving DoD personnel and/or assets and reports to Joint Staff, OSD, and military services.

18.8.5. Develops policies and procedures for child development centers, child care, extended duty care, missile care, returning home care, mildly ill child care, school age and youth programs, and community centers. AF liaison with DoD Office of Family Policy, AF Aid Society family programs staff, USDA Child and Adult Food Programs, Boys & Girls Clubs of America, AF Family Advocacy and AF Family Support Centers, Head Start Bureau, Department of Education, and others. Centrally manages \$150M+ AF child development/Youth programs budget. Monitors AF compliance with Military Child Care Act of 1996 and Crime Control Act of 1990.

## Chapter 19

### DEPUTY CHIEF OF STAFF FOR PERSONNEL (AF/DP)

**Figure 19.1. Organization Chart for the Deputy Chief of Staff for Personnel.**



#### 19.1. Deputy Chief of Staff for Personnel (AF/DP):

19.1.1. Establishes, plans, directs, and supervises policies, programs, and procedures for all Air Force military and civilian personnel activities, and manpower and organization activities.

19.1.2. Develops and administers policies for identification and adjustment of Air Force manpower and personnel requirements as an integral element of the Planning, Programming and Budgeting System (PPBS). In concert with the Office of the Secretary of Defense (OSD), Secretary of the Air Force and the Reserve Components Chiefs, defends the Air Force manpower requirements before Congress and other review bodies.

19.1.3. Establishes programs and policies for pay, education and training, retention, assignments, separation and career development for civilian and military personnel.

19.1.4. Identifies and develops methods for improving force quality, discipline, leadership and management.

19.1.5. Develops Air Force policy on equal opportunity and treatment (EOT) and human relations.

19.1.6. Controls and obligates military personnel appropriated funds.

19.1.7. Identifies requirements and develops personnel systems for the administration of Air Force Personnel.

19.1.8. Serves as focal point (FP) for Air Staff interest in the Air Force Reserve Officer Training Corps as well as all accession programs for military and civilian personnel resources.

19.1.9. Provides Air Staff supervision over the Air Force Personnel Center, the Air Force Personnel Operations Agency, and the Air Force Manpower & Innovation Agency.

19.1.10. Develops and maintains USAF organizational policy for Active and Reserve forces.

19.1.11. Maintains manpower data and produces data documentation for MAJCOMs.

19.1.12. Provides Air Force policy and guidance covering all strategic sourcing initiatives to include the Commercial Activities Program. Program, tracks, and defends manpower actions related to the strategic sourcing and Commercial Activities Program.

19.1.13. Provides Air Force manpower policy, tracking, and program control for Management Headquarters and Headquarters Support Activities.

19.1.14. Defends Air Force Management Headquarters program to OSD and Congress.

19.1.15. Establishes and disseminates plans, policies, and procedures governing the effective and economical use of the total manpower resource and the overall manpower management function.

19.1.16. Supervises AFMIA in providing innovative, expert management capabilities to the Air Staff, Air Force functional communities, and major commands to assist them in making intelligent, fact-based decisions that will improve mission effectiveness, resource efficiency and resource savings.

19.1.17. Oversees the development of manpower policy, procedures, and guidance for the development of manpower standards, macro programming tools, and military grades program.

19.1.18. Validates wartime and peacetime manpower requirements for both the Air Force and its Reserve Components (RC).

19.1.19. Responsible for programming manpower for initiatives approved by the Air Force Corporate Structure; ensures manpower is consistent with program content and justifies manpower to senior leadership and Congress.

19.1.20. Serves as the Air Staff focal point for Performance Planning and articulates Air Force activities to OSD and Congress.

**19.2. The Issues Team (AF/DPI):**

19.2.1. Provides interface between Congressional staffers, military legislative liaison officers and AF/DP through conferences, orientations and meetings.

19.2.2. Serves as the DP FP for all Congressional activities.

19.2.3. Orchestrates AF/DP preparations for the Secretary of the Air Force (SECAF), Chief of Staff of the Air Force (CSAF), SAF/MR, AF/CCC, and AF/DP testimony to include authoring the DP posture statement and any other written statements from DP to Congress.

19.2.4. Coordinates DP post hearing activity (review and consolidation of transcripts and inserts for Congressional record).

19.2.5. Serves as the DP FP for all activities associated with review of the Authorization Bill to include the mark-up and appeal process.

19.2.6. Orchestrates Congressional staffer orientation for DP.

19.2.7. Acts as AF/DP liaison to the Secretariat, Chief of Staff, Air Staff DCSs and external agencies.

19.2.8. Provides independent analytical support directly to AF/DP on all issues affecting personnel.

19.2.9. Chairs the DP Congressional Working Group which advises DP of Congressional activity impacting Air Force personnel and proposes appropriate dialogue with Congress.

19.2.10. Represents DP as a member of the Air Force Posture Team.

19.2.11. Serves as DP FP for all DP briefings, speeches, and interviews and authors all DP speeches and prepares DP for all media interviews.

19.2.12. Prepares DP for all meetings with other service DCS/Personnel and senior OSD personnel managers.

19.2.13. Authors the introduction and serves as the DP FP for the Air Force Association Personnel Policy Statement.

19.2.14. Serves as DP FP for Air Force CORONA conferences.

19.2.15. Acts as DP FP for issues involving the Armed Forces Retirement Home Board and the United States Soldiers' and Airmen's Home.

19.2.16. Serves as the DP FP for integrated Congressional activities; e.g., posture and overview hearing. Develops and monitors legislative proposals.

**19.3. Executive Services (AF/DPZ):**

19.3.1. Monitors the classified and unclassified correspondence control effort for AF/DP to include logging, suspending, distributing, and tracking the status of all actions and correspondence assigned/distributed to the depute.

19.3.2. Oversees the AF/DP security program to include proper storage, handling, and dissemination of classified material, the maintenance of all SCI related actions, and issuance of parking/property passes.

19.3.3. Controls the AF/DP temporary duty (TDY) budgets, and non-appropriated fund allotments.

19.3.4. Provides all required control actions pertaining to Freedom of Information Act (FOIA) requests for AF/DP.

19.3.5. Serves as the AF/DP FP for civilian personnel actions including overtime allotments, classification and training, strength, and manpower review.

19.3.6. Oversees the acquisition of supplies and equipment, and maintains all accountable items.

19.3.7. Acts as AF/DP FP for military personnel functions to include Personnel Concept III (PC-III), inprocessing/outprocessing, awards, OPR/EPR processing, duty rosters, leave accounting, unit strength, weight/physical fitness programs, and safety program.

19.3.8. Acts as AF/DP liaison for all administrative matters pertaining to the Air Force Personnel Center.

19.3.9. Serves as AF/DP FP for all Officer Management Level Evaluation Boards (MLEB).

19.3.10. Acts as AF/DP FP for Management Level (ML) Intermediate Service School and Senior Service School nominations.

19.3.11. Controls and coordinates all manpower actions affecting the Unit Manpower Document (UMD) and UMPR.

19.3.12. Acts as the AF/DP FP for information management programs such as records management, information collections and reports, and official mail distribution.

**19.4. Directorate of Personnel Policy (AF/DPP):**

19.4.1. Is responsible for developing personnel policies to meet strategic objectives for military and civilian compensation, benefits, legislation, recognition, assignment, promotion, evaluation, separation and retirement. Oversees aspects of total force management including family matters, equal opportunity, quality of life initiatives, dress

and appearance, commanders' programs, civilian regionalization, labor relations, and rated force management.

19.4.2. The Directorate is responsible for the formulation of personnel policy for all military and civilian personnel, including Air Reserve Forces, in the Department of the Air Force. The Director develops policies, both in peacetime and wartime, as follows:

19.4.2.1. Formulates USAF positions on legislative proposals affecting military and civilian personnel and preparing appropriate legislative actions.

19.4.2.2. Develops legislative policy relating to incentive pay for aviator and/or hazardous duty, basic pay, special pays, miscellaneous pays, military retirement system, survivor benefits, ancillary estate programs, allowances, travel pay and transportation, as well as a number of other high level studies of military and civilian compensation and entitlements.

19.4.2.3. Develops policy and procedures to administer Federal Employees Retirement System, Civil Service Retirement System, and the Thrift Savings Plan.

19.4.2.4. Develops policy for institutional entitlements such as medical and dental benefits.

19.4.2.5. Establishes and controls leave policy for military and civilian personnel and establishes policy on identification cards.

19.4.2.6. Controls the AF Unified Legislation and Budgeting (ULB) process.

19.4.2.7. Develops policies and plans related to military and civilian personnel assignment, promotion, classification, and retirement and separation programs.

19.4.2.8. Develops Air Force policy on the Officer Evaluation System and the Enlisted Evaluation System.

19.4.2.9. Sets assignment policy concerning the military assignment system and exchange programs.

19.4.2.10. Sets policy for separation incentive programs (VSI/SSB/early release/Early Retirement) and involuntary separation programs (SERB and RIF).

19.4.2.11. Serves as OPR for Joint Officer Personnel Management (Title IV, DoD Reorganization Act of 1986).

19.4.2.12. Develops policy and procedures for the civilian performance management system that integrates performance appraisals, General Schedule/Federal Wage System (GS/FWS), within-grade pay increases, GS quality step increases, performance-based cash awards.



19.4.2.13. Serves as initial point of approval/disapproval for requests for Voluntary Early Retirement Authority (VERA).

19.4.2.14. Oversees the plan and progress for regionalizing civilian personnel support throughout the Air Force.

19.4.2.15. Develops Equal Opportunity and Treatment/Human Relations Education (EOT/HRE), Equal Employment Opportunity (EEO), Air Force Family Matters (AFFAM), and Civilian Personnel Employee Assistance (EAP) policy guidance.

19.4.2.16. Central point of contact on the Air Staff for the Family Matters program including Family Support Centers.

19.4.2.17. Develops cross-functional Quality of Life strategies.

19.4.2.18. Establishes and manages the Air Force Uniform Board. Reviews proposals for new or changed uniform clothing items and changes to uniform clothing wear. Develops policy for dress and personal appearance of Air Force personnel. Ensures a consistent policy on uniform clothing, accessories, insignia, and other items.

19.4.2.19. Participates in the OSD Reserve Forces Policy Board, the Air Reserve Forces Policy Committee, the OSD Quality of Life Executive Committee, the Quadrennial Review of Military Compensation, the Air Force Uniform Board, the AF Nuclear General Officer Steering Group, and the DoD Per Diem, Travel and Transportation Allowance Committee.

### **19.5. Directorate of Strategic Plans & Future Systems (AF/DPX):**

19.5.1. Serves as the AF/DP Chief Information Office (CIO) Secretariat.

19.5.2. Establishes policy for personnel information systems within the Air Force.

19.5.3. Coordinates personnel information technology initiatives through service CIO.

19.5.4. Delivers integrated, total force human resource services through development of an enterprise-wide information technology strategy that incorporates redesigned cross-functional processes and solutions

19.5.5. Develops a human resources enterprise architecture, which links, prioritizes and funds information technology initiatives that enable effective human resources business solutions

19.5.6. Is responsible to develop and oversee the overarching personnel information technology strategic plan and its implementation.

19.5.7. Is responsible for overseeing HR transformation program to review personnel processes and determine more efficient means for meeting the AF mission through its personnel

19.5.8. Applies process reengineering methods to existing programs

19.5.9. Provides technical and business case analysis for changing how HR services are delivered to AF customers.

19.5.10. Links HR services through IT solutions.

19.5.11. Oversees and facilitates integration of existing and newly developed AF IT processes.

19.5.12. Develops new redesigned/enhanced processes, then defines system and technical requirements that are needed to produce the desired changes.

19.5.13. Is responsible for integration of DoD, USAF and functional strategic plans and direction along with legislative mandates, to develop strategic objectives for the renewal, development, sustainment, and utilization of USAF's human resources.

19.5.13.1. Produces Personnel strategic planning guidance.

19.5.13.2. Facilitates Personnel Reengineering and integrates Personnel information technology strategic planning to establish the baselines upon which force shaping and force management are executed.

19.5.14. Is DCS Personnel's principle advisor for Readiness/current ops/JCS issues.

19.5.14.1. Is the senior DP representative to the HQ USAF Ops Center/Crisis Action Team (CAT).

19.5.14.2. Leads HQ USAF Manpower & Personnel Readiness Center (MPRC) during contingencies.

19.5.14.3. Provides CSAF daily operations updates.

19.5.14.4. Informs AF/DP/XO on Personnel Readiness/TEMPO impacts on the force.

19.5.14.5. Directs personnel mobilization, deployment, sustainment, and demobilization policies/warplans/C2 systems for the Total Force.

## **19.6. Directorate of Learning and Force Development (AF/DPL):**

19.6.1. Integrates DCS/Personnel, CSAF, SecAF, and DoD personnel policies and strategic objectives in developing and coordinating policies, plans, programs, and resources for military and civilian education and training; skills management; all military accessions; recruitment; retention; military career planning and development; force structure programs; personnel and training panel and end strength requirements.

19.6.2. Works with the Air National Guard, the US Air Force Reserve and the Directorate of Personnel Programs to provide program compatibility, where possible, and mutual support.

19.6.3. Serves as the Air Force focal point for establishment of plans, policies and staff supervision of formal professional military education, professional continuing education and graduate education programs.

19.6.4. Serves as the Air Force OPR for pre-commissioning, basic military, and technical training.

19.6.5. Serves as the Air Force OPR for on-the-job and ancillary training.

19.6.6. Serves as the Air Force focal point for off-duty voluntary education of military personnel, education of Air Force dependents, the Air Force Reserve, and other military personnel attached to the Air Force for training.

19.6.7. Validates requirements and develops policies for the management of Air Force training equipment.

19.6.8. Determines policies and responsibilities for the Air Force mentoring program.

19.6.9. Formulates plans, policies, development and application of advanced distributed learning.

19.6.10. Develops plans, policies and supervises instructional technology research, development, and application.

19.6.11. Integrates simulator technology into the Air Force training establishment.

19.6.12. Oversees the Air Force active military personnel programs for the execution, budget and FYDP planning years.

19.6.13. Manages officer, cadet and airmen force management and end strength related programs.

19.6.14. Develops active airman trained personnel requirements which identify projected training required to maintain the active airman force at manning levels needed to support the Air Force mission.

19.6.15. Responsible for policy formulation and programming for the Air Force selective reenlistment bonus, enlistment bonus, and special duty assignment pay programs.

19.6.16. Develops the policy and programming for the Air Force retraining and career airmen reenlistment reservation system programs.

19.6.17. Programs and allocates the military personnel appropriation man-day program.

19.6.18. Responsible for maintaining a well balanced officer and enlisted force possessing the right skills to complete the Air Force mission.

**19.7. Directorate of Manpower and Organization (AF/DPM):**

19.7.1. Develops and administers the Air Force manpower program as an integral element of the Planning, Programming, and Budgeting System (PPBS).

19.7.2. Responsible for the programming, justification, and tracking of manpower in the FYDP; ensures consistency with program content and Air Force Corporate Structure decisions.

19.7.3. Establishes and disseminates plans, policies, and procedures governing the effective and economical use of manpower resources and the manpower management program.

19.7.4. Manages the Joint Manpower Program and represents the Deputy Chief of Staff Personnel (AF/DP) on all joint manpower matters.

19.7.5. Develops policies, procedures, concepts and guidance on Air Force organizational structures and nomenclature for active and Air Reserve forces.

19.7.6. Issues organizational action letters by order of the SECAF that authorize unit actions such as activations, inactivations and redesignations.

19.7.7. Manages the Air Force Productivity Program and directs and administers Air Force participation in all capital investment efforts and goals.

19.7.8. Develops and administers policy for the allocation of active and reserve component military and civilian manpower.

19.7.9. Provides program management for the Air Force Strategic Sourcing Program to include Commercial Activities (A-76) and Core Competencies, Inherently Governmental/Commercial Activities (IGCA) and Federal Activities Inventory Reform (FAIR) Act inventories, as well as FYDP programming of manpower to reflect strategic sourcing actions.

19.7.10. Acts as Air Force focal point in Congressional interaction in strategic sourcing related matters including congressional announcements and testimony.

19.7.11. Develops Air Force Strategic Sourcing Strategy, Policy, and Guidance.

19.7.12. Sponsors strategic sourcing issues through the Corporate Structure as the Competitive Sourcing & Privatization (CS&P) Panel Chair.

19.7.13. Provides oversight for Air Force CS&P Funds Management to include receipt and distribution of DoD CS&P funds.

19.7.14. Works and coordinates with other Service and OSD strategic sourcing representatives on strategic sourcing issues of common interest.

19.7.15. Responsible for the development of manpower policy, procedures, and guidance on manpower standards, macro manpower programming tools, military grades program, and manpower determinants.

19.7.16. Directs the preparation of Air Force wartime planning policy and guidance for use of manpower resources and directs wartime manpower studies

19.7.18. Serves as the manpower advisor to the Air Force Group, Air Force Board, and Air Force Council.

19.7.19. Establishes policy, tracking and program control for Management Headquarters and Headquarters Support Activities. Defends Air Force Management Headquarters program to OSD and Congress.

19.7.20. Serves as the Manpower Career Field Manager; chairs the Manpower and Civilian Policy Council.

19.7.21. Controls the Directorate's responsibilities for the vertical peacetime and wartime manpower data systems, the Headquarters Air Force Manpower Data System (HAF/MDS) and Command Manpower Data System (MDS), and provides interfacing partners with appropriate data.

19.7.22. Provides manpower policy guidance on the development of Air force wide systems architecture that impact HAF/MDS.

19.7.23. Establishes systems requirements for manpower data systems and works with system centers on the programming and fielding of these requirements.

19.7.24. Serves as program manager for manpower data systems to include program and budget development and tracking.

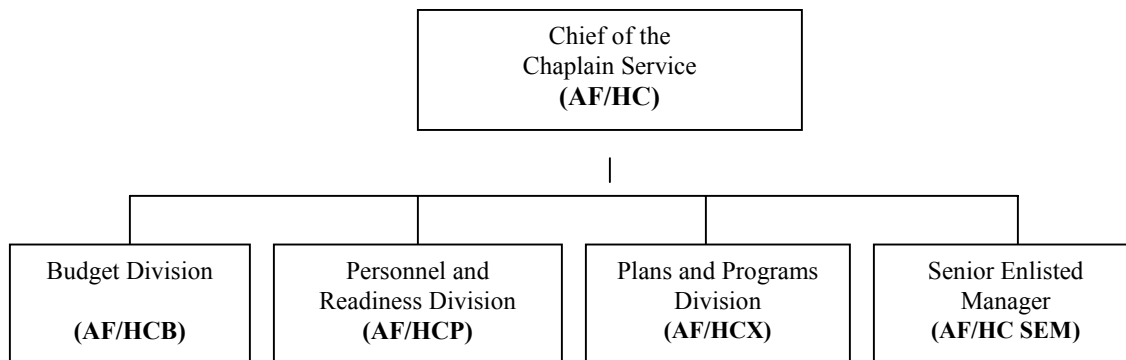
19.7.25. Serves as the Air Staff focal point for Performance Planning and articulates Air Force activities to OSD and Congress.

19.7.26. Oversees the Personnel and Training Panel which includes over 170 personnel and training programs valued at \$1.36B. These resources include funds for RDT&E, procurement, O&M, MILPERS, and MILCON for AETC, USAFA, AFPC, most FOAs, ANG and AFRC BOS, and the 11th Wing.

## Chapter 20

### CHIEF OF THE CHAPLAIN SERVICE (AF/HC)

**Figure 20.1. Organization Chart for the Chief of the Chaplain Service.**



#### 20.1. Chief of the Chaplain Service (AF/HC):

20.1.1. The Chief of the Chaplain Service is responsible to the Chief of Staff on matters pertaining to the religious, ethical, and quality of life concerns of Air Force personnel. The Chief of the Chaplain Service and Executive Support Division:

20.1.2. Determines requirements and prepares plans, policies, and programs to promote religious and moral welfare throughout the Air Force. Directs the Chaplain Service Council in accomplishing the Air Force Chaplain Service mission Air Force wide.

20.1.3. Is the single manager of Air Force Chaplains.

20.1.4. Plans, researches, develops, and initiates professional program support, financial management and administrative procedures to support Chaplain Service ministry to the Air Force community.

20.1.5. Serves as a member of the Armed Forces chaplain Board, Office of the Secretary of Defense (OSD), and as liaison officer with the Chiefs of Chaplains of Allied Nations.

20.1.6. Establishes and maintain cooperative relationships with the ecclesiastical endorsing agencies representing the religious denominations of America.

#### 20.2. Senior Enlisted Manager (AF/HC SEM):

20.2.1. Is functional manager of the 5R0X1, Chaplain Assistant, career field.

20.2.2. Is the liaison with the Air Force Personnel Center (AFPC) on all matters pertaining to the utilization of enlisted Chaplain Assistant personnel including recommendations for assigning Chaplain Assistant Superintendents and other key enlisted personnel.

20.2.3. Provides guidance in training procedures to the Chaplain Assistant School in addition to evaluating procedures and tools to be used in the dual channel Enlisted Specialty Training (EST) training. Manages the 5R0X1 Career Field Education and Training Plan (CFETP).

### **20.3. Budget Division (AF/HCB):**

20.3.1. Develops policies, plans, and procedures related to chaplain service appropriated and nonappropriated funds.

20.3.2. Serves as member of those advisory and study groups of the Armed Forces Chaplain Board which concern matters of resourcing and equipping, and fiscal, materiel, and facility matters.

20.3.3. Prepares requirements, policies, and procedures for chaplain service procurement. Develops regulations, policies, and procedures for budget, fiscal, material, facility, logistics, and nonappropriated funds support of the Air Force Chaplain Service.

20.3.4. Develops functional criteria for chapel facilities; approves plans and monitors construction; and supervises acquisition, use, and disposal of chapel facilities. Justifies the authorization and suitability of religious facilities and materiel requirements to all review agencies.

20.3.5. Develops plans and policies for materiel development, standardization, requirements, and use.

20.3.6. Manages the Air Force Chaplain Fund.

20.3.7. Develops policies, regulations, and procedures for local chaplain program financial support and operations of nonappropriated chaplain funds.

20.3.8. Under the direction of the Deputy Chief of the Chaplain Service, facilitates the Chaplain Service Strategic Fund Review Board (SFRB).

### **20.4. Personnel and Readiness Division (AF/HCP):**

20.4.1. Develops policies, plans, and procedures related to chaplain service personnel.

20.4.2. Serves as member of those advisory and study groups of the Armed Forces Chaplain Board which concern matters of personnel, manpower, and reserve affairs.

20.4.3. Prepares requirements, policies, and procedures for chaplain manpower allocations, promotions, separations, indefinite reserve status, regular Air Force augmentation, and other related actions involving chaplains and enlisted Chaplain Assistant personnel.

20.4.4. Directs Chaplain Service Crisis Action Team (CAT) actions during contingency operations.

20.4.5. Develops policies for the Chaplain Service portion of the USAF war, readiness, and disaster plans.

20.4.6. Maintaining working relationships with ecclesiastical endorsing agencies.

20.4.7. Oversight of Chaplain Service recruiting; sets goals and targets.

**20.5. Plans and Programs Division (AF/HCX):**

20.5.1. Develops policies, regulations, and program guidance for religious observance, pastoral care, and advising and modeling leadership. Writes, reviews, and evaluates Air Force regulations and manuals about the chaplain service function.

20.5.2. Develops policies for religious education programs and coordinates these policies with other services.

20.5.3. Is a member of advisory and study groups of the Armed Force Chaplain Board.

20.5.4. Determines policies for professional publications and public relations materials for use in the chaplain program.

20.5.5. Maintains liaison with religious groups for selection of resource persons for conferences and workshops.

20.5.6. Replies to inquiries from White House, Congressionals, and Air Staff religious and civic sources.

20.5.7. Develops policies for the chaplain portion of the United States Air Force war, readiness and disaster plan.

20.5.8. Coordinates with other services to establish chaplain professional standards.

20.5.9. Develops policies and procedures for USAF Chaplain Historical Program.

20.5.10. Develops all evaluation criteria for chapel program including statistical reports.

20.5.11. Develops policies for continuing education and training of chaplains and chaplain assistants.

20.5.12. Develops policies for training and mobilization of Reserve Forces and Air National Guard Chaplains.

20.5.13. Sits on the Air Force Auxiliary Board and provides functional chaplaincy guidance to the Civil Air Patrol (CAP).

20.5.14. Sits on the Air Staff Integrated Delivery System (IDS).



20.5.15. Ensures the USAF Chaplain Service Strategic Plan is updated when appropriate, adequately evaluated with measurement and assessment tools, and deployed and employed throughout the Chaplain Service.

20.5.16. Provides functional guidance and oversight to the Chaplain Service Institute.

## Chapter 21

### AIR FORCE HISTORIAN (AF/HO)

**Figure 21.1. Organization Chart for the Air Force Historian.**



#### **21.1. Air Force Historian (AF/HO):**

21.1.1. The Air Force Historian establishes policy for, directs, and administers the Air Force Historical Program.

21.1.2. Establishes policy for and directs the operations necessary to create and preserve a thorough record of Air Force activity.

21.1.3. Establishes policy for and directs the establishment and operations of command and other field history programs.

21.1.4. Establishes policy for and directs a program for publishing books, monographs, studies, and other works documenting the history of the Air Force and examining the history of air power in general for distribution within the Air Force, to other Government agencies, and to the public.

21.1.5. Oversees compilation of the annual history of Headquarters Air Force (HAF), preparation of historical monographs and staff studies for the HAF, and provision of such other historical services as needed.

21.1.6. Ensures the establishment and efficient operation of an archival operation to preserve Air Force historical documents and provide research assistance to those researching those documents.

21.1.7. Establishes policy for and directs the operations of the Air Force Historical Research Agency.

21.1.8. Establishes policy for and oversees the operations of the oral history, end of tour report, and personal papers programs.

21.1.9. Serves as Chairman of the History and Museums Civilian Career Program.

21.1.10. Plans, programs, budgets, and allocates resources for the Office of the Air Force Historian and for program-wide activities.

21.1.11. Maintains relationships with the history programs of the other military services, other United States government agencies, and appropriate foreign government agencies.

21.1.12. Represents the Air Force at meetings of historical and other learned societies to encourage interest by educational and professional institutions in military aerospace history.

21.1.13. The Air Force Historian, as Office of Collateral Responsibility (OCR):

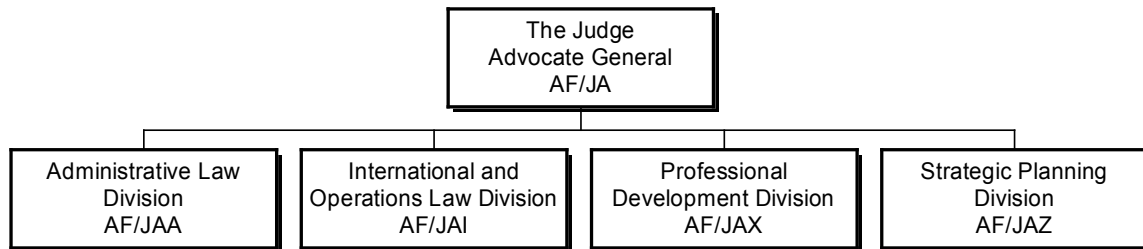
21.1.14. Prepares with HQ USAF/DP policies for managing enlisted and civilian historians and curators, working within the Air Force Historical Program.

21.1.15. Prepares policies for document disposition to ensure important historical materials are preserved and policies for microfilming and retrieving documents held by the Air Force Historical Program.

## Chapter 22

### JUDGE ADVOCATE GENERAL (AF/JA)

**Figure 22.1. Organization Chart of the Judge Advocate General.**



#### **22.1. The Office of the Judge Advocate General (AF/JA)**

22.1.1. Advises the Chief of Staff, the Air Staff and Air Force Commanders on legal matters pertaining to organization, administration, operation, personnel and functions of the Air Force and Air Reserve Forces.

22.1.2. Determines, authorizes and approves all personnel matters relating to the Judge Advocate General's Corps (TJAGC).

22.1.3. Develops and implements plans for training, utilization, and professional development of judge advocates and other personnel assigned to the Judge Advocate General's Corps (TJAGC).

22.1.4. Oversees the administration of military justice throughout the Air Force under the Uniform Code of Military Justice (UCMJ), including advising the Secretary of the Air Force in the appropriate cases.

22.1.5. Oversees the provision of legal services to the field, which includes Air Force field contracting activities, and Air Force medical activities.

22.1.6. Oversees the handling of judicial and administrative disputes, controversies, and litigation involving the Air Force, its employees, agents, and contractors, or otherwise affecting Air Force interests.

#### **22.2. Administrative Law Division (AF/JAA)**

22.2.1. Provides legal advice and support to SAF/IGS Investigating Officers (IOs) for all senior official misconduct investigations and to SAF/IGQ IOs and staff for 0-6 and below investigations.

22.2.2. Provides legal advice and assistance to the Air Staff, MAJCOMs, and field activities on Constitutional and Federal law issues, such as religious accommodation and free speech, fiscal law, Freedom of Information Act (FOIA) and Privacy Act (PA), medical-legal policy and Competitive Sourcing and Privatization issues.

22.2.3. Provides legal advice and assistance to the Air Staff on legal aspects of AF command, organization, and doctrine. Serves as the OPR for AFI 51-604, Appointment to and Assumption of Command.

22.2.4. Reviews all proposed Air Force level and selected DoD level directives, regulations, instructions, pamphlets, and manuals to ensure compliance with the law and consistent application across the Air Force.

22.2.5. Acts under delegated authority from SECAF as final review authority for all complaints under Article 138, Uniform Code of Military Justice.

22.2.6. Provides legal advice and assistance to the Air Staff on Information and Personnel Security issues and serves as President and member of the Air Force Personnel Security Appeal Board.

22.2.7. Provides legal advice and assistance to the Air Staff on Air Force responses to Congressional, White House, and other high-level inquiries.

22.2.8. Provides legal advice and assistance to the Air Staff on military personnel matters and personnel actions rising to the Air Staff and Secretariat levels.

22.2.9. Acts as legal focal point for Air Force implementation of DoD Homosexual Policy and DoD Drug Testing Program/Policy.

22.2.10. Reviews all officer involuntary separation cases and conscientious objector applications prior to consideration by SAF Personnel Council.

22.2.11. Reviews all officer promotion propriety actions and retirement grade determinations prior to consideration by SAF Personnel Council.

22.2.12. Issues advisory opinions to the Air Force Board for Correction of Military Records (AFBCMR) and serves as Panel Chairman and member of the Board.

22.2.13. Compiles and disseminates "Civil Law Opinions of The Judge Advocate General" for reference and use by DoD and Air Force legal offices worldwide.

22.2.14. Provides legal advice and assistance to the Air Staff on issues related to homeland security, including military support to civil authorities and military support to law enforcement agencies.

22.2.15. Provides legal advice to CSAF, AF/XO, and Crisis Action Team (CAT) as a CAT member during exercises and real-world events and operation.

22.2.16. Provides legal advice and assistance to the Air Staff on issues related to homeland security, including military support to civil authorities and military support to law enforcement agencies.

22.2.17. Serves as the AF/JA representative to various committees and task forces at the direction of The Judge Advocate General.

**22.3. Professional Development Division (AF/JAX).** The Professional Development Division:

22.3.1. Serves as POC for TJAGC with the Air Staff, Air Force Institute of Technology (AFIT), Air Force Personnel Center (AFPC), AETC and AU on Judge Advocate (JA) manpower, and personnel issues.

22.3.2. Responsible for making recommendations directly to The Judge Advocate General regarding the assignment, professional development, and training of 1300 judge advocates.

22.3.3. Coordinates on personnel actions between gaining and losing MAJCOMs and assists MAJCOMs in validating manpower requirements and in sequencing of assignments for each gaining/losing office.

22.3.4. Coordinates judge advocate assignments with OSD MILPERS; SAF/AA; J-1s of all unified commands with senior judge advocates assigned; and the Air Force Colonel Matters Office including (but not limited to) the assignment and professional development of staff judge advocates (commander-equivalent positions), military judges, trial and defense counsel, and the detailing of judge advocates in support of contingency operations.

22.3.5. Prepares and presents briefings on judge advocate assignments, professional development, promotions, and a variety of other matters relevant to the Professional Development Division at the annual TJAG (The Judge Advocate General) General Court-Martial Conference; all annual major command staff judge advocate and circuit trial/defense conferences worldwide; and a variety of courses at the Air Force Judge Advocate School (e.g., the Staff Judge Advocate Course and the Judge Advocate Staff Officer Course) and others.

22.3.6. Researches, prepares, produces, as Department POC, all manpower-driven studies, reports, analyses, and other force shaping undertakings.

22.3.7. Provides personnel policy advice to TJAGC and implements personnel policy for 1,300+ judge advocates.

22.3.8. Compiles, drafts and publishes annually JAG Orders 1 and 2, which specifies the qualifications of TJAGC 1300 plus attorneys to perform various roles in the military justice process, including trial and defense counsel, military judge, and missing person's counsel.

22.3.9. Serves as The Judge Advocate General's point of contact/ interface with DP, SG, MQ, XO, AETC, JCS, OSD, and AFPC for all personnel policy issues.

22.3.10. Serves as Functional Area Manager (FAM), providing war planning guidance to TJAGD concerning employment deployment and configuration of JA resources.

22.3.11. Reviews functional manpower documents and recommends approval of manpower standards and variances.

22.3.12. Responds to Freedom of Information Act (FOIA) and Privacy Act (PA) requests and Congressional Inquiries.

22.3.13. Manages the TJAGC Awards program, as well as judge advocate nominations for awards external to the Department, including but not limited to awards sponsored by the American Bar Association and the Judge Advocate's Association.

22.3.14. Serves as OPR for AFI 51-102, TJAGC; AFI 51-101, Judge Advocate Accession Program; and AFI 36-2855, Judge Advocate General Awards, and office of collateral responsibility (OCR) for portions of numerous USAF directives pertaining to training, civilian personnel, active duty service commitments, and the judge advocate competitive category.

#### **22.4. Strategic Planning Division (AF/JAZ):**

22.4.1. Acts as focal point for TJAGC strategic planning program.

22.4.1.1. Examines future military-legal environment scenarios, identifies emerging concepts and demands and defines strategies to meet future legal requirements, including policy and application of advocacy and litigation resources.

22.4.1.2. Manages and advises TJAGC strategic planning team structure consisting of major focus area and project teams. Conducts strategic planning conferences and coordinates and implements resulting recommendations and taskings.

22.4.2. Prepares TJAGC Strategic Planning Action Plans.

22.4.2.1. Translates national security, DoD, USAF and other requirements into TJAGC objectives. Studies, researches, and analyzes major TJAGC issues and problems and evaluates and recommends courses of action.

22.4.2.2. Identifies, validates, and prioritizes major TJAGD objectives and allocates responsibility for the accomplishment of associated tasks, and develops plans, procedures, publications, and tools to accomplish TJAGC objectives.

22.4.3. Promotes efficiencies in management operations, systems, and tools by identifying, compiling, and disseminating "best practices" and encourages Departmental innovation.

22.4.4. Develops, collaborates on, publishes and distributes TJAGC core documents (e.g., TJAGC Vision, Operational Doctrine, JA Full-Spectrum Task List, Fact Sheets, Operations Law Guide).

22.4.5. Maintains historical files for future research affecting all task areas.

22.4.6. Develops and implements media vehicles and tools that enable TJAGC and AF/JA offices to communicate directly and immediately throughout TJAGC.

22.4.6.1. Prepares and publishes weekly electronic online news message and disseminates it throughout TJAGC.

22.4.6.2. Prepares and publishes TJAG special communications and disseminates them electronically throughout TJAGC. Produces TJAGC graphics for publications, communications, web sites, and facilities.

22.4.6.3. Prepares, compiles, and disseminates briefings and speeches for TJAG/DJAG.

22.4.6.4. Attends SAF/PA Communications Council and Communications Planning Group meetings.

22.4.7. Provides Conference Planning and Support.

22.4.7.1. Plans and conducts annual worldwide TJAG Colonels' Orientation for recently promoted JAG colonels.

22.4.7.2. Plans and coordinates agendas for various worldwide TJAG-hosted conferences (i.e., Executive Conferences and 100+ attendee GCM Conferences).

22.4.7.3. Coordinates and sets up and attends TJAG-hosted conferences (i.e., Executive Conferences and 100+ attendee GCM Conferences).

22.4.8. Provides special projects support.

## **22.5. International Law Division (AF/JAI):**

22.5.1. Manages the Air Force portion of the DoD foreign criminal jurisdiction program; foreign civil action programs; law of armed conflict program.

22.5.2. Serves as the Air Force repository for international agreements and provides legal advice on the international agreements process and the interpretation of international agreements.

22.5.3. Advises the Air Staff and judge advocates in the field on matters relating to international, foreign, Aerospace, and operational law.



22.5.4. Manages the Air Force Judge Advocate General's international military education and training program.

22.5.5. Manages and maintains Classified Information and Information Systems for Air Staff and AFLSA legal activities.

22.5.6. Supports Air Force Operations by participating in Air Force operations centers, ensuring continuity of operations, and supporting Air Staff and field activities.

22.5.7. Participates in Joint Operations Planning activities to fulfill current and future operational needs.

22.5.8. Reviews all Air Force and joint doctrine and relevant publications for legal sufficiency and serves as the AF/JA representative to the Air Force Doctrine Working Group.

22.5.9. Prepares, reviews, and participates in programs to educate judge advocate personnel in international, foreign and operational law.

22.5.10. Provides advice and interpretation on the application of CJCS Standing Rules of Engagement.

22.5.11. Publishes guidance, papers, periodicals, reference materials, and conducts peer reviews on international and operations law topics.

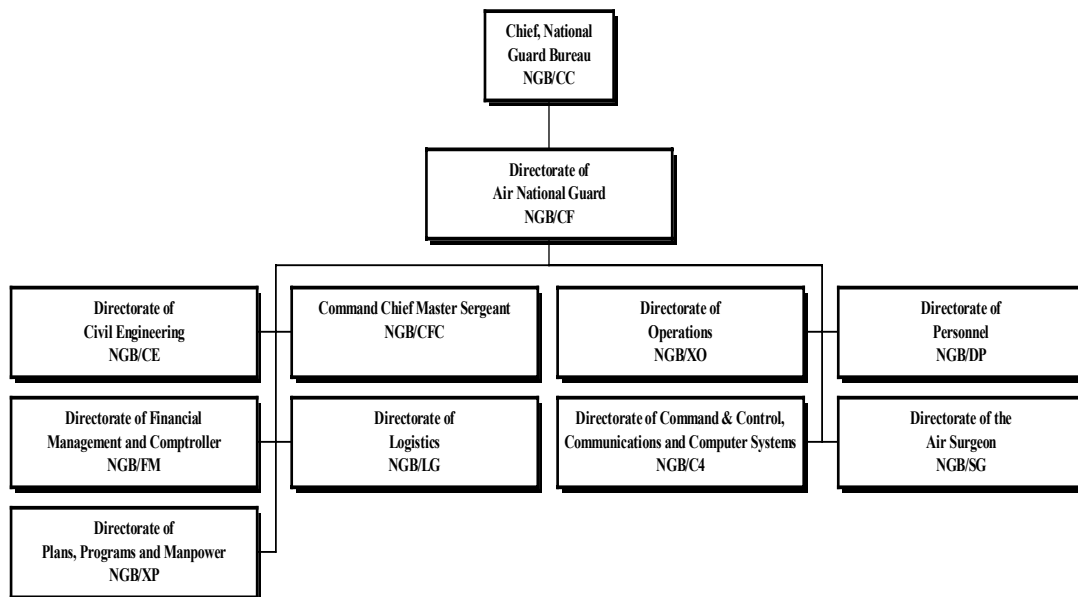
22.5.12. Tracks actions originating from International and Domestic Organizations relating to international and operations law.

22.5.13. Provides support to Foreign Military Rights Affairs activities.

## Chapter 23

### NATIONAL GUARD BUREAU (NGB)

**Figure 23.1. Organization Chart for the Chief of the National Guard Bureau.**



**23.1. Chief and Vice Chief of the National Guard Bureau (NGB/CC & CV).** The National Guard Bureau (NGB) is a Joint bureau of the Department of the Army and the Air Force. The Chief of the National Guard Bureau:

23.1.1. Is the advisor to the Chiefs of Staff for the Departments of the Army and the Air Force on National Guard matters.

23.1.2. Is the channel of communication between the departments concerned and the several States, Territories, Puerto Rico, Guam, the Virgin Islands and the District of Columbia on all matters pertaining to the National Guard, the Army National Guard (ARNG) of the United States and the Air National Guard (ANG) of the United States.

23.1.3. Participates with other Army and Air Force agencies in formulating and developing Department of the Army and Department of the Air Force policies, directives, regulations, and agreements affecting the National Guard, including publication of ARNG and ANG regulations.

23.1.4. Supervises and controls National Guard staff support and Field Operating Agencies (FOAs).

23.1.5. Prepares and justifies estimates of Federal funds necessary to support the National Guard. Administers approved financial programs, established by the departments for the National Guard, and maintains necessary fiscal controls.

23.1.6. Provides administrative functions for the acquisition, supply, maintenance, and accountability of Federal property issued to the National Guard according to departmental policies and regulations, through the United States Property and Fiscal Officer (USPFO) assigned to the National Guard Bureau and stationed in each State, Territory, District of Columbia, Virgin Islands, Guam, and Puerto Rico.

23.1.7. Extends and withdraws Federal recognition of officers and units of the National Guard according to law and standards of the departments.

23.1.8. Maintains the office of record for the Departments of the Army and the Air Force on matters concerning the ARNG and ANG not in active Federal service. Establishes procedures to ensure the maintenance of historical data concerning the organization and operations of the National Guard.

23.1.9. Responsible for matters pertaining to the development, training, readiness, maintenance, security, and mobilization of the National Guard in each State, Territory, Guam, Virgin Islands, and Puerto Rico. Performs other functions as requested by the Secretary of the Army or the Secretary of the Air Force.

23.1.10. Directly responsible for all matters pertaining to the development and maintenance of the ANG of the United States. Operating within established departmental policies, the Chief, NGB, participates with Air Staff agencies in preparing plans and programs for the ANG of the United States.

### **23.2. Directorate of Air National Guard (NGB/CF):**

23.2.1. Functions as the office of primary responsibility (OPR) and represents the Air Staff on all Air National Guard (ANG) matters.

23.2.2. Advises the Chief of Staff of the Air Force (CSAF) and serves as the principal advisor to the Chief and Vice Chief of the National Guard Bureau (NGB-CC & CV) on all matters affecting the Air National Guard (ANG).

23.2.3. Serves as the overall responsible agent for developing and directing plans, policies, programs, and procedures for managing ANG reserve activities in the Air Force to ensure properly trained and equipped ANG forces are mission ready to support national wartime military objectives as a full partner in the Total Air Force. Supports the governing agencies of American States, Territories, Puerto Rico, Guam, the Virgin Islands and the District of Columbia to engage in contingency, national, and state emergency missions by providing equipment and trained individuals to help preserve peace, order, and public safety.

23.2.4. Directs ANG staff activities, who function as offices of collateral responsibility (OCR), to ensure full participation in Air Staff program and budget exercises.

23.2.5. Maintains joint responsibility with the Director, Army National Guard (NGB-ARZ), as coequal agencies each responsible to the Chief, National Guard Bureau, on matters pertaining to the development, training, readiness, maintenance, security, and mobilization of ANG assets.

**23.3. Directorate of Civil Engineering (NGB/CE):**

23.3.1. Develops and administers ANG Civil Engineering and Services policy and regulations.

23.3.2. Develops and directs the ANG Military Construction Program (MCP), Minor Construction Program, operations and maintenance (O&M), real property services, and the facilities sustainment, restoration, and modernization portions of annual planning, programming, and budgeting activities.

23.3.3. Develops and administers ANG master plans for facility utilization, and construction programs. Develops and administers state/federal facilities O&M agreements (FOMA's).

23.3.4. Develops ANG Engineering and Services military force structure and training programs.

23.3.5. Manages the acquisition, utilization and disposal of ANG Real Property including instruments that convey and acquire federal land interests.

23.3.6. Develops policies, plans and programs on deployment, and training for ANG civil engineer, services, explosive ordnance disposal units, ANG fire protection and prevention programs, and aircraft rescue operations.

23.3.7. Develops, monitors, and administers ANG Environmental Protection programs; administers the ANG Energy Investment Program; develops and administers the natural resources program.

**23.4. Command Chief Master Sergeant (NGB/CFC):**

23.4.1. Advises the ANG Director on matters affecting the quality of life, morale, and welfare of the ANG enlisted force.

23.4.2. Provides leadership in the development of programs intended to motivate the enlisted force.

23.4.3. Evaluates the quality of non-commissioned officer (NCO) leadership, management, and supervisory training conducted through Professional Military Education programs.

23.4.4. Acts as ANG Directorate representative at various functions relating to the enlisted force.

**23.5. Directorate of Operations (NGB/XO):**

23.5.1. Is responsible for development of operational policy, guidelines, and control of the ANG flying hour program and flying training programs.

23.5.2. Develops and directs policies, plans, and programs for ANG operational training and evaluation, flight simulators and ANG weapon systems.

23.5.3. Evaluates and negotiates with the Federal Aviation Administration (FAA) on proposals and special use airspace requirements for the ANG.

23.5.4. Monitors and develops operations policy for ANG flying unit conversions.

23.5.5. Develops ANG mobility policy in support of wartime tasking.

23.5.6. Plans and programs ANG involvement in unit generation exercises, USAF Command and JCS exercises, and deployments.

23.5.7. Monitors operational support programs for ANG disaster preparedness, chemical warfare, life support, emergency action, Electronic Combat, combat airlift, arresting systems, OPSEC, ranges, support aircraft and Combat Readiness Training Center utilization.

23.5.8. Serves as focal point (FP) for ANG weapons systems and subsystems requirements. Defines modification/operational capabilities requirements for weapon systems and subsystems necessary to perform ANG military tasks.

23.5.9. Serves as FP for ANG and Air Force Reserve (AFRES) Flight Tests. Directs and approves flight testing and developmental activities of the ANG/AFRES Test Center.

23.5.10. Identifies, prepares, and obtains Air Staff validation of Mission Needs Statements (MNSs). In addition, prepares and coordinates Systems Operational Concepts (SOCs) and preliminary SOCs.

23.5.11. Completes research of "off-the-shelf" technology and development efforts for future application for improved weapon systems.

23.5.12. Serves as the NGB primary point of contact (POC) to arrange for technical support through outside analysis agencies and special study groups.

23.5.13. Develops cost versus performance trade-offs for the modification, development and acquisition cycle. Selects proposals and advocates best acquisition to Air Staff.

23.5.14. Analyzes, plans, and aids in programming all aspects of the ANG research, development, and acquisition program to balance operational requirements, force structure, and funding constraints.

23.5.15. Is FP for acquisition of new aircraft and systems for the ANG.

**23.6. Directorate of Personnel (NGB/DP):**

23.6.1. Develops ANG personnel policy.

23.6.2. Develops policies and directs officer and enlisted procurement programs, retention, promotions, separations, recruiting and advertising support, and the ANG Basic Military Training (BMT) program.

23.6.3. Serves as FP for inquiries concerning ANG drill status, fulltime unit support and personnel end strengths.

23.6.4. Develops and defends the ANG personnel requirements portion of budget submissions. Serves as FP concerning resource availability. Allocates and manages personnel funding.

23.6.5. Directs ANG officer and enlisted personnel programs to include procurement, classification, assignment, utilization, sustainment, retention, separations, and retirement. Establishes and manages personnel policy for the ANG military duty personnel program (AGR). Manages ANG incentives and entitlements programs (to include budgeting), establishes eligibility criteria, and allocates funds. Reviews legislative proposals affecting ANG personnel programs and develops ANG positions.

23.6.6. Serves as ANG OPR on long-range personnel plans to include objective force structures. Develops, reviews, and disseminates policy guidance relating to AFR 36 series publications, and serves as ANG liaison to the Air Force Uniform Board. Develops, reviews, and disseminates policy guidance relating to quality force actions. Monitors legislative initiatives and proposals on ANG personnel issues.

**23.7. Directorate of Financial Management and Comptroller (NGB/FM):**

23.7.1. Develops, consolidates, and justifies budgets for ANG Operations and Maintenance (O&M), Military Personnel, and Construction appropriations.

23.7.2. Initiates ANG responses to requests for budgetary information from the Office of the Secretary of Defense (OSD), the Air Force Comptroller, and Congress.

23.7.3. Performs cost factor and operations analysis.

23.7.4. Initiates, develops, and administers report control mechanisms to track all appropriations, plans, and programs.

23.7.5. Operates the Automated Budget Interactive Data Environment System (ABIDES).

23.7.6. Supports Program Budget exercises utilizing computer generated data.

23.7.7. Develops and disseminates policies and directives on financial management in the ANG.

23.7.8. Provides policy and technical guidance to the ANG Readiness Center.

23.7.9. Establishes and maintains funding controls in accordance with Congressional Appropriations Acts and OSD, Office of Management and Budget (OMB), and National Guard Bureau policy guidance and directives.

23.7.10. Receives appropriations and allocates funds to the Chief of the National Guard Bureau for program execution.

23.7.11. Defends Budget Estimate Submissions to OSD, OMB, and Air Force.

23.7.12. Manages the Force & Financial Plan (F&FP) database.

23.7.13. Acts as ANG OPR for legislative inquiries on appropriation issues.

23.7.14. Prepares briefings concerning Congressional proceedings, appropriation status, and program execution status for the ANG.

### **23.8. Directorate of Logistics (NGB/LG):**

23.8.1. Develops, and justifies program and budget requirements for the Program Objective Memorandum (POM), Future Year Defense Plan (FYDP), Budget Estimate Submission (BES), and the President's Budget (PB) for ANG logistics programs in aircraft maintenance, supply, logistics plans and transportation.

23.8.2. Monitors, reviews, and coordinates on Air Force policy and regulations relating to ANG Logistics.

23.8.3. Reviews, evaluates, and prepares responses and reclaims to Program Change Proposals (PCPs), Program Budget Decisions (PBDs), Decision Memoranda (PDMs), and Defense Management Review Decisions (DMRDs).

23.8.4. Forecasts requirements, develops estimates, prepares financial plans, and provides for integration and allocation of the ANG portion of Air Force centrally managed logistics programs such as Depot Purchased Equipment Maintenance (DPEM), Depot Level Repairables (DLRs), Interim Contractor Support (ICS), Contractor Logistics Support (CLS), Sustaining Engineering (SE) and vehicle procurement/lease.

23.8.5. Represents ANG at Air Force-wide conferences and boards on current and long-range depot maintenance workloads and vehicle overhaul/funding requirements.

23.8.6. Acts as ANG representative on the Air Force's Logistics' Panel.

23.8.7. Represents ANG on the Air Force Cost Analysis Improvement Group (AFCAIG), the Supply Requirements Review Board (SRRB) and Sustainment Processes Board (SPB) to formulate flying hour and primary aircraft (PAA) cost factors used to program and budget logistics requirements.

23.8.8. Reviews, analyzes, and interprets JCS and Air Force logistics doctrine, organization, and policy to develop consistent ANG logistics organizations and operations.

23.8.9. Analyzes Air Force and ANG force structure projections and initiates planning actions for ANG logistics requirements.

23.8.10. Acts as Focal Point for ANG logistics participation in the Air Force Long Range Strategic Planning Program. Reviews Long Range Strategic Plan (LRSP) for applicability to the ANG. Publishes supporting plans.

23.8.11. Reviews ANG logistics planning policies, concepts, and guidance to ensure consistency with Department of Defense (DoD) and JCS planning documents to include: DoD Consolidated Guidance (CG), Defense Planning Guidance (DPG), and annexes to the Joint Strategic Capabilities Plan (JSCP).

### **23.9. Directorate of Command & Control, Communications and Computer Systems (NGB/C4):**

23.9.1. Develops policy, provides strategic planning and develops programs for ANG command & control and communications and computer resources. Monitors assigned program elements.

23.9.2. Manages resources for ANG command & control, communications and computer. Establishes policy and manages the ANG Information Assurance (IA) Program. Promulgates policy and guidance on computer and network security (COMPUSEC), communications security (COMSEC), emission security (EMSEC), and the IA Awareness Program. Develops, manages and directs DoD, AF and NGB Information Management (IM) policies and programs within the ANG. ANG IM career field manager. Provides Air Directorate and field units with web technologies support to include web content, publishing, site maintenance, site security, and oversight of Section 508. Develops and implements web policy. Develops and maintains software applications for the web, LAN and PC. Provides technical expertise on software acquisition, installation, and use. Represents C4 and the ANG on AF/MAJCOM policy development and review boards.

23.9.3. Develops, manages and directs ANG communications-computer systems architecture, interoperability, interconnectivity, and integration initiatives. Develops, policy and procedures for managing the ANG Enterprise Network consisting of ANG Network Operations and Security Center, NOSC, Regional Operations and Security Center, ROSCs and Base Network Control Centers, BNCCs. Monitors compliance with Air Force Instructions to ensure ANG Networks are reliable, redundant and secure. Responsible for ensuring Mission Critical Information Management Systems are available to meet mission requirements.

23.9.4. Establishes policies and manages the ANG Communications-Computer Systems Security Program. Promulgates policy and guidance on the control of compromising



emissions (TEMPEST). Develops and reviews telecommunications and automatic data processing security surveillance actions to include TEMPEST.

23.9.5. Develops policy for supervision and direction of long-haul, leased communications, and base telecommunications systems.

23.9.6. Evaluates and negotiates with the Federal Aviation Administration (FAA) on proposals and special use airspace requirements of the ANG. Monitors and develops operational programs for ANG Combat Readiness Training Centers and both air-to-ground and air-to-air ranges.

23.9.7. Provides representation to the USAF Command and Control Information Systems Panel, USAF Support Information Systems Panel, USAF Airfield Operations Executive Session, Air Staff Communications-Computer Systems Architecture Steering Committee, and the National Guard Bureau Automation Review Committee.

#### **23.10. Directorate of the Air Surgeon (NGB/SG):**

23.10.1. Serves as FP for ANG Health Services, aero medical evacuation, medical facilities, bioenvironmental engineering, environmental health, medical materiel requirements, and physical standards.

23.10.2. Develops policies, plans, and programs for ANG medical services.

23.10.3. Participates in force structure development and long-range planning for the ANG medical unit structure.

23.10.4. Develops ANG manpower and other resource requirements in ANG medical units and participates in the Planning, Programming and Budgeting System (PPBS) process to validate and budget for resource requirements.

23.10.5. Compiles statistical data on ANG medical programs and resources.

23.10.6. Maintains liaison with the USAF Surgeon General.

23.10.7. Reviews USAF and USAF Command directives for applicability to the ANG.

23.10.8. Develops, publishes, and disseminates ANG regulations on medical services policies and procedures.

#### **23.11. Directorate of Plans, Programs and Manpower (NGB/XP):**

23.11.1. Integrates ANG into the DoD Planning, Programming and budgeting process.

23.11.2. Assesses planning and programming guidance, adjusting resources to support tasking. Plans and programs all resource requirements related to the ANG force structure.

23.11.3. Develops ANG wartime tasking, planning, and directed operational capabilities for all ANG units. Conducts long-range force structure planning for the ANG federal and state mission.

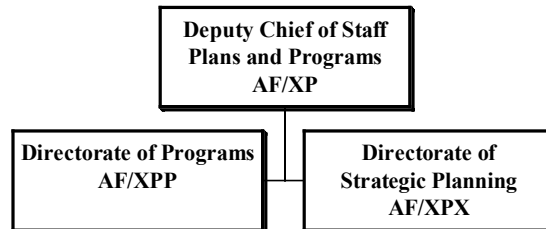
23.11.4 Accountable for resource allocation directs the ANG corporate process and represents the ANG in the Air Force corporate processes.

23.11.5. Manages the manpower determination process for full time and mobilization requirements. Develops manpower standards and manages cost comparison program.

## Chapter 24

### PLANS AND PROGRAMS (AF/XP)

**Figure 24. 1. Organization Chart for the Deputy Chief of Staff, Plans and Programs.**



**24.1. The Deputy Chief of Staff, Plans and Programs (AF/XP).** The Deputy Chief of Staff, Plans and Programs consists of two directorates: Programs and Strategic Planning. The primary responsibilities are:

24.1.1. Establishes Air Force resource allocation and Planning, Programming, and Budgeting System (PPBS) policy. Functions as the Air Staff Office of Primary Responsibility for all matters pertaining to developing, directing, and conducting Air Force planning and programming activities.

24.1.2. Maintains the integrity of the Corporate Structure process. Provides information and briefings to the corporate structure for corporate decisions. Member of the Air Force Council, Air Force Planning Board of Directors, and Defense Medical Review Committee.

24.1.3. Develops and manages the process for institutionalized long-range strategic planning. Generates a coherent, strategic vision for the Air Force. Articulates this vision and the contributions of air and space power to joint warfighting capabilities.

24.1.4. Exercises close coordination with senior leadership and planning staffs at DoD, Air Force, and MAJCOMs, utilizing their critical expertise, ensuring full and timely input to the long-range/strategic planning process.

24.1.5. Coordinates a modernization planning process that aggressively and objectively evaluates and incorporates future warfighting concepts.

24.1.6. Implements the strategic vision and provides direction for planning and programming through a continuously updated Air Force Strategic Master Plan.

24.1.7. Reviews, develops, and evaluates proposed options to change the Air Force Program prior to, during, and following periods of major exercises to determine impacts on balance, integration, and mission areas. Develops Program Change Guidance.

24.1.8. Develops, compiles and submits the USAF POM; coordinates, and defends the Air Force POM/BES/PB and all related documentation.

24.1.9. Reviews and evaluates impacts caused by changes to the Air Force Program and evaluates historical trends compared with current FYDP (by appropriation, mission panels, etc.).

24.1.10. Receives and tracks fiscal guidance from OSD. Provides a comparison of fiscal resources (funding and real growth) between the Air Force and other Services.

24.1.11. For additional information visit our website at <http://www.xp.hq.af.mil/>.

**24.2. Directorate of Programs (AF/XPP).** The Directorate of Programs consists of six divisions: Combat Forces Division (AF/XPPC), Program Integration Division (AF/XPPE), Information Superiority Division (AF/XPPI), Combat Support and Analysis Division (AF/XPPL), Global Mobility Division (AF/XPPM), Space Superiority Division (AF/XPPS). The Directorate of Programs:

24.2.1. Integrates, evaluates, and analyzes the \$642 billion USAF program across the Future Years Defense Program (FYDP).

24.2.2. Reviews, develops and evaluates funding options for the Secretary of the Air Force and Chief of Staff of the Air Force to meet worldwide air and space requirements and balance force readiness and sustainability with force modernization.

24.2.3. Analyzes and evaluates programs and force projections for balance, phasing, and feasibility in relation to known and anticipated availability of resources and higher authority decisions.

24.2.4. Analyzes impact of programming decisions and force structure requirements on major acquisition programs and assesses viability of these programs to meet national requirements and to provide warfighting capabilities.

24.2.5. Establishes Air Force policy for resource allocation and Planning, Programming and Budgeting System (PPBS).

24.2.6. Coordinates with the Task Forces and other Air Staff organizations to ensure coherent capabilities-based programming and efficient/effective resource allocation.

24.2.7. Functions as the Air Staff Office of Primary Responsibility (OPR) for all matters pertaining to formulating, directing, and amending the Air Force Program to meet worldwide force requirements across the full spectrum of air and space combat capabilities.

24.2.8. Provides an overall and comprehensive assessment of the total Air Force Program from both a programming and budgeting perspective. Provides recommendations and information to strengthen the Air Force defense of resource allocation decisions.

24.2.9. Prepares program briefings for senior Air Force leadership (Air Force Corporate Structure, CSAF, and Secretary) decision-making on resource allocation, program issues, and defense of the combined AF Program Objective Memorandum/Budget Estimate Submission.

24.2.10. Chairs the Air Force Group and Board. Maintains the integrity of the AF Corporate Process. Provides information and briefings to the Air Force Council for corporate decisions and recommendation to the CSAF/Secretary.

24.2.11. Develops annual Programming Guidance in accordance with overarching National and Defense guidance, policy, objectives.

24.2.12. For additional information visit our website at <http://www.xp.hq.af.mil/XPP/XPP.html>.

**24.3. Directorate of Strategic Planning (AF/XPX).** The Directorate of Strategic Planning consists of five divisions: The Future Concept Development Division (AF/XPXC), the Long-Range Plans Division (AF/XPXP), the Strategy and Integration Division (XPXS), the Transformation Division (AF/XPXT), and the Operations and Outreach Division (AF/XPXQ). The Directorate of Strategic Planning:

24.3.1. Defines Air Force strategy, policy, air power theory and distinctive capabilities.

24.3.2. Develops strategies, concepts and plans for all future Air Force activities with special emphasis on long-range strategic planning as an input to Air Force programming.

24.3.3. Articulates the Air Force position on strategic planning issues before the Joint Chiefs of Staff and the National Security Council to include Joint Strategic Planning System (JSPS), National Military Strategy (NMS), Joint Strategy Review (JSR), Chairman's Program Assessment (CPA) and National Security Strategy (NSS).

24.3.4. Provides and implements planning guidance by developing the Air Force Strategic Plan (AFSP), Air Force Capabilities Investment Strategy (AFCIS), and publishes AFPD 90-11, Planning System.

24.3.5. Sponsors AF Future Capabilities War Game (FG), develops Air Force Toolbox (AFT) and links theoretical and future concepts, capabilities and weapons systems to actual programs while advocating the funding of promising technologies and concepts.

24.3.6. Advocates Air Force positions on Defense Planning Guidance (DPG), Transformation Planning Guidance (TPG), Annual Planning and Programming Guidance (APPG), Strategic Planning Studies Group (SPSG) and other national security policies.

24.3.7. Executive Secretariat for the AF Transformation Senior Steering Group (TSSG), authors the AF Transformation Flight Plan (TFP) and interfaces with other Services, the joint community, and OSD to ensure compatibility of initiatives across the department.

24.3.8. Manages the Future Total Force (FTF), an initiative for addressing new organizational constructs and new personnel policies to maintain our combat capability and to retain our high quality personnel.

24.3.9. Executive Secretariat for RAND's Project Air Force (PAF), the Air Force's Federally Funded R&D Center (FFRDC) for Studies & Analysis.

24.3.10. Develops strategic environmental assessment (technological, economic and political) and strategic priorities.

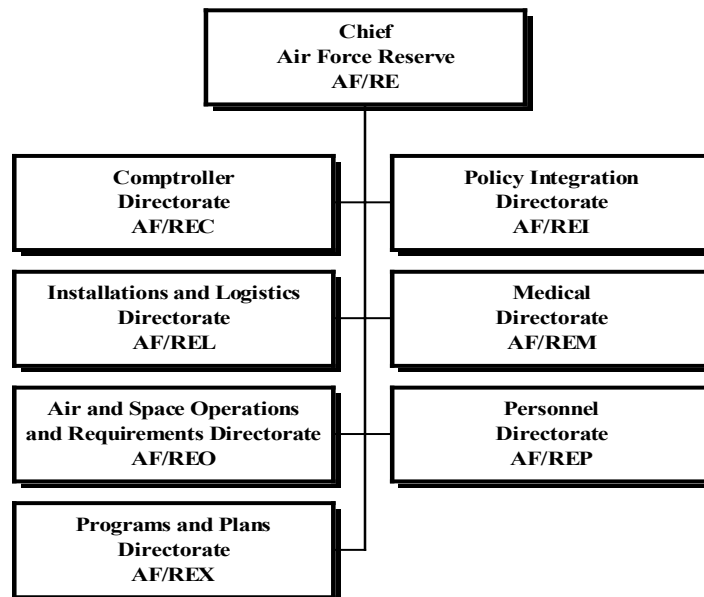
24.3.11. Supplies analytic support through the Extended Tradespace Tool (ETT), the Recapitalization Analysis and the Information and Resource Support System (IRSS).

24.3.12. For additional information visit our website at <http://www.xp.hq.af.mil/xpx/>.

## Chapter 25

# OFFICE OF AIR FORCE RESERVE (USAF/RE)

★Figure 25.1. Organization Chart for the Office of Air Force Reserve



**25.1. Office of Air Force Reserve (AF/RE):** The Chief of Air Force Reserve is the principal advisor to the Chief of Staff on Air Reserve matters and is responsible for developing and directing plans, policies, programs, and procedures for managing reserve activities in the Air Force. There are three components in the Air Force, Active, Reserve and Guard. AF/RE is the Air Staff agency responsible to SecAF and CSAF for the Air Force Reserve matters. Also serves as Commander, Air Force Reserve Command.

25.1.1. Assists the Chief of Air Force Reserve in realizing his vision for the Air Force Reserve. Maintains a quality, customer-oriented relationship with Headquarters Air Force staff, Congress, Office of the Secretary of Defense (OSD), Joint Chiefs of Staff (JCS), the Services, and other US and foreign agencies working in conjunction with the Chief of Air Force Reserve or his deputy. Facilitates timely and accurate communications to/from the Chief of Air Force Reserve.

25.1.2. Is responsible for the administration of the Office of Air Force Reserve office. Duties include: quality control of all correspondence flowing into/out of the Office; control and editing of material ranging from routine staff actions and performance reports to sensitive general officer communications; writing correspondence for general officer signature; and tracking decisions and issues involving United States Air Force Reserve (USAFR) programming and operational activities.

**25.2. Directorate of Comptroller (AF/REC):** The Comptroller is the principal financial advisor to the Chief of Air Force Reserve (AF/RE), who is dual-hatted as Commander, Air Force Reserve Command (AFRC/CC). The Comptroller provides policy and guidance to the subordinate financial management function at AFRC/FM. The Directorate's mission is to ensure adequate financial resources for the United States Air Force Reserve (USAFR), from planning through execution. AF/REC provides final approval authority on all funds allocations, and policy oversight and guidance for all finance and accounting activities.

25.2.1. Develops the USAFR budget incorporating guidance and directives received from the Congress, Office of Management and Budget (OMB), Office of Secretary of Defense (OSD), and the Air Staff.

25.2.2. Presents and defends USAFR budget requests before Air Staff, OSD, OMB, and congressional review authorities.

25.2.3. Controls USAFR appropriated funds and allocates funds to operating offices.

25.2.4. Establishes financial management policies and procedures for all USAFR appropriated funds to include determinations on the proper use of funds.

25.2.5. Reviews, establishes, represents, and provides USAFR liaison on financial matters, accounting and entitlements to other Air Staff activities, the Defense Finance and Accounting Service (DFAS), the Air Force Accounting and Finance Office (AFAFO), and the Air National Guard (ANG).

25.2.6. Administers the USAFR Management Control Program (MCP) and prepares the USAFR annual Statement of Assurance (SOA) required by the Federal Manager's Financial Integrity Act (FMFIA).

25.2.7.. Exercises technical supervision over the USAFR segment of the DoD Budget.

25.2.8. Forecasts USAFR financial requirements in response to the Program Objective Memorandum (POM) and Program Decision Memorandum (PDM) exercises.

25.2.9. Acts as USAFR focal point on all Program Budget Decisions (PBDs).

25.2.10. Issues calls to AFRC/FM and the AF/RE staff for estimates and other budget planning data.

25.2.11. Develops and submits USAFR requests for supplemental appropriations and reprogramming actions.

25.2.12. Acts as the USAFR central focal point for GAO, DoDIG, and AFAA audits

25.2.13. Coordinates on financial system development and implementation and financial management modernization and transformation issues affecting the USAFR.



25.2.14. Advises AF/RE and assists the AF/RE staff and operating offices on financial resources matters.

25.2.15. Establishes, supervises, and implements USAFR financial programs according to Air Force Financial Management policies and Air Force Reserve programs and objectives.

25.2.16. Conducts analysis and prepares special studies on the execution of USAFR appropriations.

**25.3. Directorate of Policy Integration (AF/REI):** The Policy Integration Directorate is the policy integration and public affairs manager for the Chief of Air Force Reserve and is responsible for advising and assisting the Chief of Air Force Reserve in carrying out responsibilities for the overall development of policies and planning for the Office of Air Force Reserve.

25.3.1. Develops, coordinates and integrates policy and provides guidance on legislative and public affairs issues concerning the Air Force Reserve.

25.3.2. Acts as the single Air Force Reserve focal point for legislative issues.

25.3.3. Reviews and integrates staff program requirements and policies to ensure that Air Force Reserve strategic goals and objectives are consistent with DoD and Service policy.

25.3.4. Assists the Chief of Air Force Reserve in fulfilling statutory responsibility as outlined in Title 10, United States Code, to Congress for maintaining and reporting the readiness of Air Force Reserve forces and individuals.

25.3.5. Assists the Chief of Air Force Reserve in integrating diverse and competing recommendations into a unified, prioritized position for the Air Force Reserve.

25.3.6. Prepares material in defense of resources, force structure, and associated funding to the Air Staff, OSD and the Congress to support the mission of the Air Force Reserve and the implementation of policy.

25.3.7. Submits and justifies proposed legislation through Air Force and OSD to be included in Defense Authorization and Appropriations bills, through the Omnibus and Unified Legislation and Budgeting processes.

25.3.8. Prioritizes legislative initiatives and top Air Force Reserve issues and tracks relevant legislation.

25.3.9. Provides representation on the Air Force Posture team to prepare SecAF, USecAF, CSAF, VCSAF, CMSAF, and the Chief of Air Force Reserve for testimony to the Congress.

25.3.10. Drafts testimony for presentation before Congressional Authorization and Appropriations Committees.

25.3.11. Prepares and delivers both formal and informal presentations to Congressional members and staffers, high level interest groups and government officials, and professional associations regarding Air Force Reserve issues.

25.3.12. Interprets Congressional intent as contained in the language of Public Law and Congressional reports.

25.3.13. Interacts with the Department of Defense, Secretariat of the Air Force, Air Force, Congressional members and staff, Air Force Reserve units, Air Force Association, Reserve Officers Association, and other Professional Associations and non-governmental organizations, as required.

25.3.14. Responds to all Congressional and high-level inquiries to include formal requests from the White House and Congressional members and their staffs .

25.3.15. Administers the Air Force Reserve Command's Congressional Outreach Program.

25.3.16. Develops and implements Air Force Reserve Public Affairs plans, programs and policies.

25.3.17. Prepares briefings, speeches, and messages for the Chief of Air Force Reserve and his deputy.

25.3.18. Serves as public affairs liaison with SAF/PA and DoD/PA.

25.3.19. Acts as OPR for AF/RE on all security review matters assigned by SAF/PAS.

25.3.20. Maintains liaison with national communications media, civic organizations, and the National Guard Bureau.

#### **25.4. Directorate of Installations and Logistics (AF/REL):**

25.4.1. Provides policy, strategy and funding justification for Air Force Reserve Command (AFRC) \$600M annual installations and logistics programs.

25.4.1.1. Develops AFR Depot Programmed Equipment Maintenance (DPEM) requirements for support of weapons systems and equipment.

25.4.1.2. Coordinates with HQ USAF/IL, OSD, HQ AFRC and gaining MAJCOMs on all Installations, civil engineer and logistics issues.

25.4.1.3. Coordinates manpower requirements for all AFSCs in the civil engineer, contracting, maintenance, supply, logistic plans, transportation and aerial port functions.

25.4.2. Advises the Air Staff in all MILCON and Real Property Maintenance, including facilities Restoration and Modernization, Facilities Sustainment, Real Property Services, and Demolition.

25.4.2.1. Reserve advisor for Airport Joint Use Agreements, Nuclear, Biological and Chemical (NBC) programs, and RED HORSE and PRIME BEEF units.

25.4.2.2. Coordinates all logistics plans and policies with Air Staff/IL, HQ AFRC, and gaining MAJCOMs.

25.4.2.3. Develops 17 Program Elements (PE) for Reserve programs in installations and logistics.

25.4.3. Provides testimony for Congressional hearings and posture statements on the Air Force Reserve.

25.4.3.1. Provides briefings to gaining MAJCOMs, numbered Air Forces (Reserve) and Wing personnel on AFR issues relating to MILCON and other HQ USAF/RE issues.

25.4.3.2. Monitors civil engineering programs to make sure they comply with legislative, OSD, OMB and Air Force guidelines.

25.4.3.3. Analyzes and prepares AF/RE input for logistics programs, including Aerial Port, Base Operating Support (BOS), Combat Logistics Support (CLS) and Functional Check Flight (FCF).

25.4.3.4. Coordinates with AFRC functional to determine and justify installation and logistics budgetary requirements.

25.4.3.5. Develops POM budget strategy for all installation and logistics programs.

25.4.3.6. Provides installation and MILCON information to congressional staffs and delegations through USAF and USAFR legislative liaison personnel.

25.4.3.7. Coordinates, prepares and analyzes AF/RE policies and data input for Base Realignment and Closure. Maintains liaison with the Air Staff, OSD, and AFRC in this process.

## **25.5. Directorate of Medical (AF/REM):**

25.5.1. Is responsible to AF/RE for oversight of all Air Force Reserve Medical Service (AFRMS) policies, programs, and personnel issues.

25.5.2. Establishes AFRMS policy and provides central oversight of HQ AFRC/SG and HQ ARPC/SG in the implementation of AFRMS policies and programs.

25.5.3. Coordinates within HQ USAF/RE, HQ USAF/SG, and DoD offices to ensure the following areas are addressed:

25.5.3.1. Appropriate manning levels.

25.5.3.2. Development of mission statement.

25.5.3.3. Logistical mobilization requirements.

25.5.3.4. Design and support of training programs to meet defined wartime requirement.

25.5.4. Coordinates with the Office of the Assistant Secretary of Defense (OASD) Reserve Affairs/Health Affairs, HQ USAF/SG, and major commands (MAJCOMs) to ensure existing and proposed authorizations are driven by wartime requirements.

25.5.5. Monitors and staffs recruiting and retention policies related to medical unit and mobilization augmentee personnel.

25.5.6. Develops and coordinates medical portions of financial plans and budgets within HQ USAF/RE, with the AF/SG, and other DoD offices. Initiates justification for reallocation of resources for medical programs.

25.5.7. Reviews and coordinates on DoD studies which have an impact on Air Force Reserve medical programs.

25.5.7.1. Monitors study activity to ensure that Reserve medical programs are appropriately represented.

25.5.7.2. Facilitates data acquisition by coordinating with and providing appropriate taskings for HQ AFRC/SG and HQ ARPC/SG.

25.5.8. Coordinates age and dependency waivers.

25.5.9. Coordinates and provides medical expertise in the review of incapacitation/LOD compensation.

25.5.10. Facilitates dialogue with other Reserve Component Medical representatives for stating program initiatives, addressing concerns that have an impact on medical mission(s), and exploring areas where resources can be shared.

25.5.11. Provides administrative coordination for medical IMAs assigned to HQ USAF/SG.

**25.6. Directorate of Air and Space Operations and Requirements (REO):** The Directorate of Air and Space Operations and Requirements defines, advocates, and integrates the Air Force Reserve operational capability, requirements, and policies to enhance Air Force air and space capabilities.

25.6.1. AF/REO is the Air Staff focal point for Air Force Reserve (AFR) operational issues and defining modernization requirements.

25.6.1.1. Integrates AFR capabilities within the Air Force Corporate Structure (AFCS) via panel membership and interfaces with Task Force champions.

25.6.1.2. Provides weapons system and area expertise to the corporate Program Objective Memorandum (POM) process in close coordination with their Air Staff counterparts.

25.6.2. Develops and reviews operational policy as it applies to long-range planning actions to identify potential impact on force readiness and capabilities, and recommends courses of action to the Chief of Air Force Reserve (AF/RE) for implementation.

25.6.2.1. Serves as Air Force Reserve single point of contact on the Air Staff for Air and Space Expeditionary Force (AEF) operational issues and war planning to include mobilization, demobilization and Crisis Action Team (CAT) actions and issues.

25.6.2.2. Responsible for both HQ AF/CAT support (from w/in the AF/RE staff) and the AF/RE Continuity of Operations (COOP) Plan. Supports, staffs, and analyzes Department of Defense (DoD), CJCS Staff, Air Staff and Air Force Reserve Command (AFRC) initiatives to facilitate greater AFR participation in the AEF while ensuring proper implementation of war plans.

25.6.2.3. In coordination with AFRC, is responsible for developing the AFR's role in the Homeland Security mission to include security force requirements.

25.6.3. Defines, advocates and integrates the modernization and sustainment of AFR weapon systems and capabilities

25.6.3.1. Serves as the Air Staff focal point for AFR operational requirements issues. Supports the AFRC requirements process through oversight and monitoring requirements development and evaluation, mission need analysis, program management and funding execution.

25.6.3.2. Integrates validated AFR requirements to the AFCS, Office of the Secretary of Defense and Congress through advocacy briefings, monitoring AFRC-led studies and analyses, technology insertion, training initiatives, and long range planning.

25.6.3.3. Facilitates the planning, resourcing, and integration of AFR modernization requirements as part of the Total Force, while pursuing cost-effective solutions to maximize limited modernization funding.

25.6.3.4. Coordinates, facilitates, tasks the AF/RE staff ISO, and briefs the annual Equipment Management Brief (EMB) to DASD/RA. Responsible to submit the Congressional 10543 report and to monitor and provide oversight to the AFR requirements process IAW with applicable AFIs.

**25.7. Directorate of Personnel (AF/REP):** The Directorate of Personnel, Office of Air Force Reserve:

25.7.1. Develops and formulates policy and guidance in support of the Chief of Air Force Reserve on all matters relating to officer and enlisted reserve accessions, promotions, evaluations, retirement, separation, commissioning, recruiting, retention, equal opportunity, benefits, entitlements, compensation, legislative, quality of life and family issues. Interprets and makes policy recommendations concerning force structure including: accessions, promotions, separations, retirements, end-strength, and retention.

25.7.2. Coordinates with OSD, SAF and Air Staff agencies in development of personnel policies.

25.7.3. Program Element Monitor (PEM) for recruiting, recruit advertising, and special pay and bonus programs. Coordinates with HQ ARPC for all Individual Mobilization Augmentee (IMA) matters to include budget, assignments, retention, and end strength.

25.7.4. Initiates legislative proposals and changes in legislation affecting key personnel policies and programs, including researching laws and DoD directives. Writes/revises Air Force Reserve policy and instructions.

25.7.5. Facilitates staffing of personnel policies and initiatives from subordinate headquarters.

25.7.6. In conjunction with AF/DP, responsible for assignment and management of USAFR generals. Responsible for operation of Reserve Brigadier General Qualification Board (RBGQB). Assigns USAFR colonels to brigadier general officer positions in coordination with the gaining and losing agency, and AF/DP. Selects USAFR general officers for membership on Statutory Committee and Boards (SAF, ARFPC, and OSD Reserve Forces Policy Board (RFPB)). Monitors all issues concerning USAFR general officers.

25.7.7. Responsible for centralized management of all Line IMA USAFR colonels. Along with AFRC/DPO, is the FP in AF/RE with AFSLMO colonel's group on personnel actions affecting active force colonels assigned to AF/RE, HQ AFRC, and Numbered Air Forces (Reserve), and all Reserve Promotion Board membership requirements by requesting nominees from Air Staff, MAJCOMs, and FOAs.

25.7.8. Prepares the military personnel strength input for the USAFR budget and operating programs for HQ AFRC (units) and MAJCOMs (individuals) and coordinates with AF/REX on out year programming.

25.7.9. Manages the USAFR military personnel and training programs and requirements for the operating and budget years (P&T Panel). Provides program element monitor (PEM) for reserve personnel appropriate (RPA) for special school tour mandays, (IMA, UNIT), and management of USAFR recruiting/recruiter training.

25.7.10. Develops officer and enlisted requirements, inventory projections and end strength reporting.

25.7.11. Forecasts the USAFR military personnel gains and losses and the military personnel grade structure. Formulates procurement policies and develops and prepares budgets for enlistment/ reenlistment incentives.

25.7.12. Prepares data for testimony and preps witness to explain the Air Force Reserve military personnel appropriations and programs to Air Staff, OSD, and Congressional review authorities.

25.7.13. Responds to inquiries received from the President, Congress, OSD, JCS, Air Staff, and other high levels for actual and programmed personnel strength data, personnel policies and practices.

25.7.14. Develops, reviews, and implements personnel plans, policies, and objectives for strengths, personnel management, and training of Reserve personnel. Coordinates policy issues with OSD staff. Prepares and coordinates with other Air Staff OPRs in developing Reserve portions of Air Force personnel directives.

25.7.15. Monitors Air Force Reserve personnel plans, policies, and procedures for policy-making bodies.

25.7.16. Responsible for current operations personnel wartime planning to include force accountability, PERSTEMPO, war plan development, mobilization policy, and mobilized resource accounting.

**25.8. Directorate of Programs and Plans (AF/REX).** The Directorate of Programs and Plans formulates resource policy and provides program direction for the United States Air Force Reserve. REX develops the force structure and manpower proposals for the Chief of the Air Force Reserve and advises other Air Staff Directorates on these issues. REX also advises the Chief of Air Force Reserve and other Air Staff Directorates on Air Force strategic plans and their impact on the Air Force Reserve. It provides execution analysis and oversight of program elements and resource categories, including funding, equipment and manpower.

25.8.1. Represents Air Force Reserve as member of Air Force Group. Alternate to AF Board.

25.8.2. Programs Air Force Reserve flying hour programs and force structure including manpower into the HAF Program Data System and Manpower Data System for update into ABIDES.

25.8.3. Provides guidance and training to AF/RE panel representatives and Program Element Monitors in preparing and presenting program exercises during the Planning, Programming, and Budgeting System (PPBS) exercises.

25.8.4. Develops AFR exhibits and exhibit inputs for programming and budgeting exercises

25.8.5. Air Force Reserve Joint reader. Coordinates with and tasks RE directorates as required to provide staffed input in response to JACO requests.

25.8.6. Reviews and monitors Air Staff organizational policies, doctrines, procedures, and planned actions to include Defense Program Guidance, Quadrennial Defense Review, Base Realignment and Closure and other related USAF programming and planning documents.

25.8.7. Evaluates proposed reserve manpower requirements of gaining commands. Analyzes FYDP end-strength and compares to requirements.

25.8.8. Monitors and coordinates on all Air Force Reserve manpower, organizational changes, and competitive sourcing and privatization actions.

25.8.9. Prepares manpower-related reports, planning and programming factors, and studies concerning the AFR.

25.8.10. Coordinates Air Force Reserve membership on Air Staff teams and committees.

25.8.11. Coordinates and responds to inquiries received from Congress, OSD, JCS, and Air Staff on Reserve force program changes.

25.8.12. Evaluates proposed new missions and roles for the Air Force Reserve.

25.8.13. Assists in preparing planning guidance for activation, inactivation, and moves of AFR units



## Chapter 26

### USAF SCIENTIFIC ADVISORY BOARD (AF/SB)

**Figure 26.1. Organization Chart for the USAF Scientific Advisory Board.**



The diagram shows a rectangular box with a double border. Inside the box, the text is centered and reads: USAF, SCIENTIFIC ADVISORY BOARD, and AF/SB on three separate lines.

**26.1. USAF Scientific Advisory Board (AF/SB).** The United States Air Force (USAF) Scientific Advisory Board:

26 1.1. Provides independent advice to the Secretary of the Air Force and the Chief of Staff on scientific matters of interest to the Air Force and acts in a solely advisory capacity for:

26 1.1.1. Reviewing and evaluating long-range plans for research and development, and advises on the adequacy of the Air Force program.

26.1.1.2. Recommending unusually promising scientific developments for selective Air Force emphasis, and new scientific discoveries or techniques for practical application to weapon or support systems.

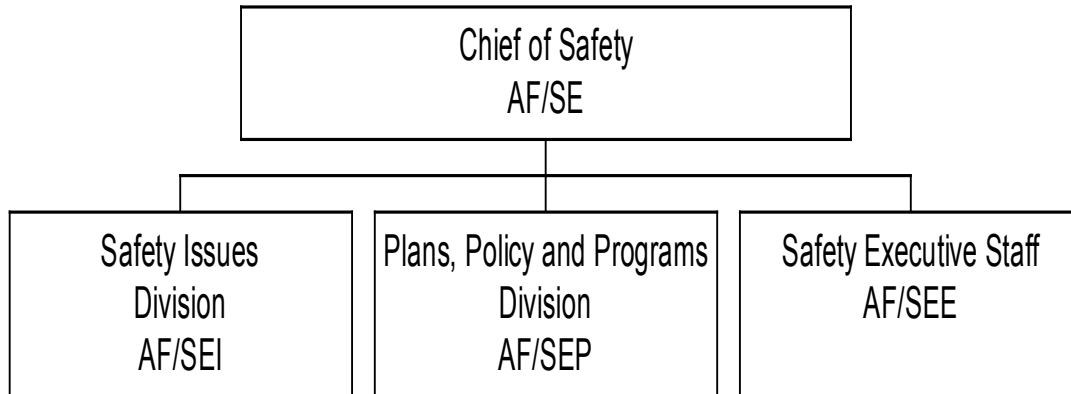
26.1.1.3. Making studies aimed at improving the effectiveness of the Air Force research and development program.

26.1.1.4. Serving as a pool of expert advisors, either as individuals or in groups, to Air Force activities.

26.1.2. Consists of non-federally employed civilian scientists and engineers who are appointed/reappointed annually with the approval of the Chief of Staff, Secretary of the Air Force, and the Secretary of Defense.

26.1.3. Assistance requests are forwarded by Air Force activities through the Military Director, who is the Principal Deputy Assistant Secretary/Acquisition (SAF/AQ). The requests are subject to approval by a Steering Committee consisting of the Board Chairperson and Vice Chairperson, the Military Director, the Assistant Secretary of the Air Force for Acquisition, Assistant Vice Chief of Staff of the Air Force and the Air Force Chief Scientist.

26.1.4. Reports their findings and recommendations directly to the Secretary and the Chief of Staff. The Military Director monitors the implementation of Air Force actions taken in response to Board activities.

**Chapter 27****CHIEF OF SAFETY  
(AF/SE)****Figure 27.1. Organization Chart for the Chief of Safety.**

**27.1. Chief of Safety (AF/SE).** The Chief of Safety is responsible to the Chief of Staff for the development and implementation of safety and nuclear surety policy, plans, and programs. The overall goal of these policies, plans, and programs is to conserve Air Force resources through proactive mishap prevention efforts consistent with operational requirements. Primary office location is Kirtland AFB, NM where the incumbent is dual-hatted as the Commander, Air Force Safety Center (AFSC). See *AFMD 44* for FOA mission statement.

**27.2. Safety Issues Division (AF/SEI).** The Issues Division is responsible to the Chief of Safety for the coordination of all AF/SE activities at the Air Staff, and represents the AF/SE at Headquarters Air Force.

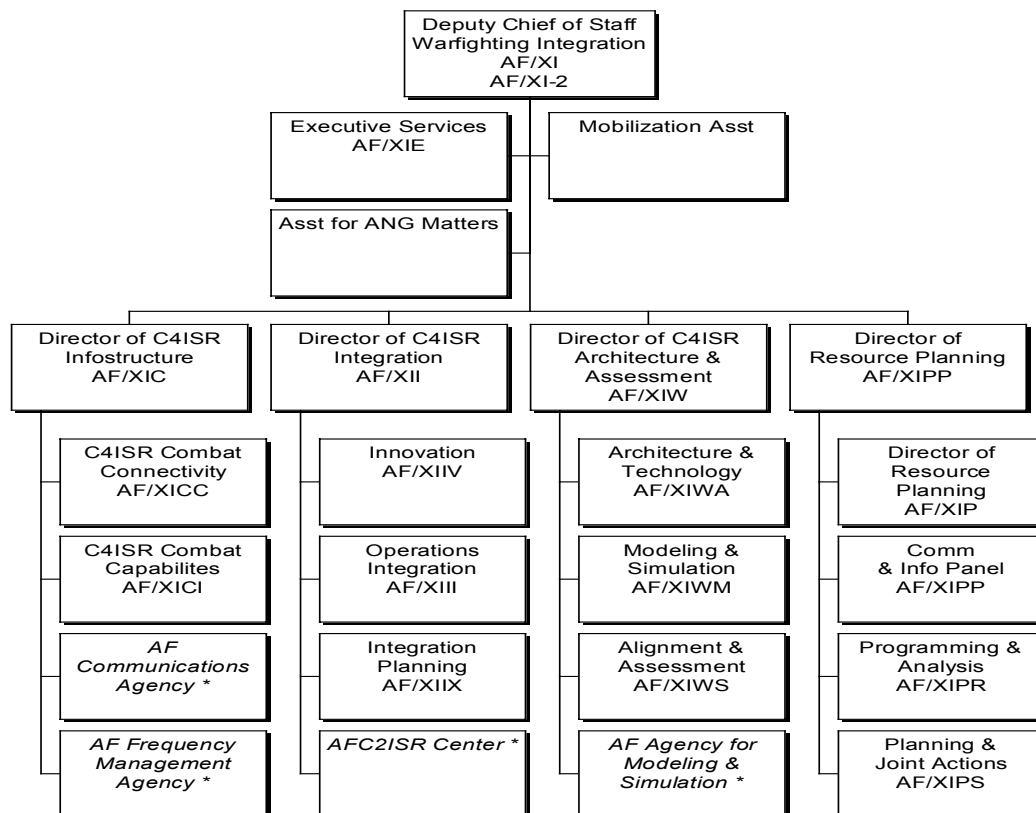
**27.3. Plans, Policy and Programs Division (AF/SEP).** The Plans, Policy, and Programs Division is responsible to the Chief of Safety for the formulation and review of policy and plans in all safety disciplines (aviation, ground, nuclear surety, explosives, space, missile, directed energy and some occupational health areas). The division reviews all Air Staff plans and policy to ensure integration of safety and risk management principles. The division executes plans, establishes management systems, completes programming activities to implement Air Force safety policies, and manages the career development of safety professionals. The division offices are located at Kirtland AFB, NM.

**27.4. Safety Executive Staff (AF/SEE).** Performs executive administrative functions for the Chief of Safety with offices located at Kirtland AFB, NM.

## Chapter 28

## THE DEPUTY CHIEF OF CHIEF FOR WARFIGHTING INTEGRATION (AF/XI)

★Figure 28.1. Organization Chart for the Deputy Chief of Chief for Warfighting Integration.



\* Denotes Field Operating Agency (FOA)

**28.1. Deputy Chief of Staff, Warfighting Integration (AF/XI).** The Deputy Chief of Staff, Warfighting Integration is responsible for improving the integration of Air Force manned, unmanned, and space systems for command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) systems. AF/XI provides the leadership, direction, and resources to capitalize on the technologies, concepts of operations (CONOPS), and organizational changes necessary to achieve vertical and horizontal integration and interoperability with Air Force and joint/combined systems. AF/XI accomplishes the following:

28.1.1. Develops Air Force strategies for integrating, fielding, and sustaining interoperable secure joint and combined C4ISR capabilities that enable effective employment of air and space power in support of national objectives.

28.1.2. Serves as the Air Force's senior functional leader of the communications and information career field, i.e. "Senior Communicator".

28.1.3. Represents the Air Force on development and implementation of C4ISR architectures and capabilities, modeling and simulation (M&S) programs, communications and information (C&I) systems, and cross-program integration issues and initiatives.

28.1.4. Provides architectural support to core Air Force Corporate Structure (AFCS) processes, e.g., Air Force Capabilities Investment Strategy (AFCIS), Air Force Resource Allocation Process (AFRAP), Capabilities Review and Risk Assessments (CRRAs), and Annual Planning & Programming Guidance (APPG). Also co-champions for AF Concepts of Operations (CONOPS) development.

28.1.5. Synchronizes, optimizes, and reconciles planning, programming, budgeting, and execution activities between C4ISR and space programs to satisfy that highest priority C4ISR domain requirements and to minimize duplication.

28.1.6. Ensures that planning, programming, and resource allocations support C4ISR capabilities and promote consistency across validated C4ISR domain requirements and CONOPS. Also integrates and balances validated operational requirements.

28.1.7. Leads/Directs innovation and experimentation programs to explore concepts and capabilities of air and space applications at all operational echelons, including joint/combined forces. Also chairs the Innovation Panel.

28.1.8. Provides guidance and oversight for Air Force Modeling and Simulation (M&S) programs and presents the Air Force position at DoD and other M&S forums.

28.1.9. Manages and implements the Command, Control, Communications, Computers, and Intelligence Support Plan (C4ISP) process and develops detailed C&I system technical and operational architectures. Also chairs the Air Force C&I Panel.

28.1.10. Proposes legislative initiatives to correct and resolve identified disconnects created by capabilities and employment of evolving C4ISR technologies and existing laws and regulations.

28.1.11. Ensures that future leadership development, in coordination with AF/IL, AF-CIO, and AF/DP is consistent with the goal of improving the integration of Air Force manned, unmanned, and space systems for C4ISR.

28.1.12. Provides oversight and guidance for the Air Force Command & Control Intelligence, Surveillance, & Reconnaissance Center (AFC2ISRC).

**28.2. Director of C4ISR Infostructure (AF/XIC).** The Director of C4ISR Infostructure is responsible for Air Force guidance and oversight of C4ISR, modernization planning, programming, resource allocation, and program evaluation of the management, use, and security of C&I capabilities to deliver a C4ISR infostructure that achieves warfighting integration across the Air Force. AF/XI accomplishes the following:

28.2.1. Provides guidance, oversight, and resource advocacy for Information Assurance efforts and C&I capabilities supporting the Air Force CONOPS.

28.2.2. Oversees planning, programming, and budgeting of C&I systems to achieve modernization, innovation, and integration. Also manages resource allocation and program evaluation of Air Force C&I capabilities, programs, and processes.

28.2.3. Harmonizes C&I architectures for C4ISR domain, which includes nuclear command and control systems.

28.2.4. Develops doctrine, plans, and other guidance governing C&I systems modernization and validates and monitors execution of plans, policies, and requirements for C&I infostructure. Also provides oversight of requirements, plans, schedules, budgets, and performance criteria for all modernization efforts associated with the C&I infostructure.

28.2.5. Provides guidance and oversight for two Field Operating Agencies (FOAs), the Air Force Communications Agency (AFCA) and the Air Force Frequency Management Agency (AFFMA).

28.2.6. Acts as the AF/XI focal point for the Military Communications-Electronics Board (MCEB), Information Assurance Senior Steering Group, Public Key Infrastructure (PKI) Senior Steering Group, AF-CIO Executive Committee, and the Air Force Software Steering Group, Critical Infrastructure Protection Coordination Group, Biometrics Senior Steering Group, Smart Card Senior Coordinators Steering Group, Joint Requirements Oversight Council (JROC), and member of the Committee on National Security System (CNSS). Also acts as the Air Force Smart Card Project Office.

28.2.7. Serves as the Air Force focal point for all matters related to frequency management, represents AF/XI on satellite communications systems issues, and acts as the AF/XI liaison to the Defense Information Systems Agency (DISA).

28.2.8. Evaluates technologies and modernization efforts to identify and develop Air Force capabilities to correct C&I deficiencies.

28.2.9. Interfaces with AF/ILC and other agencies on the status of current C&I programs and activities to ensure that modernization-planning efforts are synchronized and consistent with current policies, standards, and architectures.

28.2.10. Sponsors modernization requirements for Air Force-wide C&I systems through validation, approval, and implementation. Also transfers full staffing responsibility to AF/ILC for these systems when implemented and operational.

28.2.11. Develops and monitors C&I program elements within the Air Force Planning, Programming, and Budgeting System (PPBS).

28.2.12. Provides Air Force guidance and procedures to evaluate C&I applications, capabilities, functions, and processes for networkiness assessment process.

28.2.13. Develops Air Force Information Assurance guidance and manages the Air Force Information Systems Security Program.

**28.3. Director of C4ISR Integration (AF/XII).** The Director of C4ISR Integration is responsible for advocating C4ISR as a force multiplier and integrator of air and space combat power. AF/XII accomplishes the following:

28.3.1. Provides guidance and oversight to improve the horizontal integration and interoperability of C4ISR systems through the use of operational, system, and technical architecture views that encompass all national air and space capabilities.

28.3.2. Develops modernization and sustainment strategies to support MAJCOM C4ISR issues and the C4ISR Business Plan to address investment plans and divestment strategies. Also serves as the Air Force representative on the Air Force Board.

28.3.3. Identifies and consolidates operational air and space requirements into validated C4ISR domain requirements. Also develops modernization strategies that support the C4ISR System operational architecture and promotes consistency with “To Be” C4ISR operational architecture views.

28.3.4. Advocates and ensures a common view of C4ISR employment across Air Force, MAJCOM and joint/combined forces along with supporting C&I infrastructures.

28.3.5. Develops policies and procedures for Air Force and joint experimentation, Air Force battlelab initiatives, Advanced Concept Technology Demonstrations (ACTD), and WRAP to achieve modernization objectives.

28.3.6. Provides strategic guidance for developing the C4ISR System to include harmonized integrated cross-program and technology roadmaps, development and sustainment strategies, transition plans and C4ISR architectures, and alignment of programs with roadmaps and C4ISR funding strategy.

**28.4. Director of Resource Planning (AF/XIP).** The Director of Resource Planning is responsible for the oversight of and advocacy for resourcing C4ISR systems modernization, operations, and sustainment; C4ISR systems integration and interoperability; C&I programs; M&S tools and programs; Joint Expeditionary Force Experiments; and the Air Force’s Warfighter Rapid Acquisition Process (WRAP) in the PPBS. AF/XIP accomplishes the following:

28.4.1. Reviews Program Objectives Memorandum (POM) inputs and provides reprogramming/reallocation recommendations to the Air Force Corporate Structure (AFCS) on how to best leverage proposed integration and interoperability investments to meet Air Force capability priorities.

28.4.2. Serves as the AF/XI focal point for matters relating to the Air Force Group, Board, and Council, and the AFCIS. Also serves as the AF/XI representative to the Air Force Group and represents AF/XI on the AFCS Panels.

28.4.3. Provides integration and interoperability recommendations to the AFRAP, CRRAs, and Air Force Requirements Oversight Council (AFROC) to ensure C4ISR, C&I, and M&S issues are addressed by AFCS.

28.4.4. Provides recommendations for integrated C4ISR priorities within the PPBS and provides PPBS oversight for command and control and M&S activities.

28.4.5. Consolidates and coordinates AF/XI budget submissions, including Financial Plans, POM, and Budget Execution Reviews (BERs) and conducts AF/XI execution reviews in preparation for BER exercises. Also monitors commitments, obligations, and expenditures; updates AF/XI and the Headquarters Air Force Resource Management Process (HAF RMP); coordinates drafting of spend plans; certifies validity of outstanding commitments; and oversees programs, obligations, and expenditures.

28.4.6. Supports the Air Force Corporate Structure through participation in several panels, working groups, integrated process teams, councils, and committees. Air Force corporate structure entities include WRAP, Rapid Response Assessment Committee, Rapid Response Process Council, Innovation Panel, Investment & Operating Budget Review Committee, Business Initiative Council, Information Technology Management Board and Working Group, C&I Panel, and the Information Superiority Panel.

28.4.7. Provides financial program support for the C4ISR POM, Information Technology Exhibit for POM, President's Budget (PB), Amended Program Objectives Memorandum (APOM), oversight of the Air Force Information Technology Budget Execution, HAF RMP, Execution Year Funds Management, AF/XI Financial Management Board, and Contractor Support Management.

28.4.8. Serves as the AF/XI focal point for requirements document reviews, congressional inquiries, joint actions (J-Reader), audits and inspections, public affairs, and NATO taskings.

28.4.9. Manages manpower actions, deployment readiness, deployment training for AF/XI, and Air Force wide Senior Officer assignments for the Communications and Information career field. Plans, organizes, and oversees all personnel policy and strategies for functional management of the Air Force Communication and Information civilian workforce; including, senior-level civilian positions, executive development and assignments, and the recruitment, professional development and career progression for all other civilians managed through the C&I Career Program (CICP).

28.4.10. Serves as the AF/XI Voting Member of the Air Force Doctrine Working Group, participates in the Air Force and joint doctrine development process, and reviews and provides input into Air Force, joint, and multi-service doctrine and tactics, techniques and procedures documents.

28.4.11. Performs speechwriting, briefing preparation, and written article preparation for the Deputy Chief of Staff and the Assistant Deputy Chief of Staff, Warfighting Integration. Also manages, designs, and maintains the AF/XI web pages.

**28.5. Director of C4ISR Architecture and Assessment (AF/XIW).** The Director of C4ISR Architecture and Assessment is the Chief Technology Officer for AF/XI. AF/XIW harmonizes all C4ISR and M&S operational, system, and technical architectures and conducts C4ISR analyses to support analysis of alternatives, ACTD, and other efforts to ensure C4ISR requirements are adequately addressed in the planning, programming and acquisition processes. AF/XIW accomplishes the following:

28.5.1. Develops C4ISR architectures in accordance with guidance and provides information on system or technical level constraints that could impact operational capabilities.

28.5.2. Conducts crosscutting analyses of architectures and roadmap and provides recommendations for possible changes to planning and programming.

28.5.3. Leads development and implementation of M&S architectures, manages baseline "As Is" architectures, and develops target "To Be" architectures and transition plans to achieve modernization, innovation, and horizontal integration. Also assesses plans and alternatives for C4ISR modernization in closing the seams in the Find, Fix, Target, Track, Engage, and Assess (F2T2EA) process.

28.5.4. Conducts comparative analyses of proposed strategies and resources for transitioning from “As Is” to “To Be” architectures. Provides an evaluation of the strengths, weaknesses, and impacts of proposed strategies, alternatives, and associated resource allocations. Also serves as the Chair to the Infostructure Architecture Council.

28.5.5. Provides joint M&S positions and presents the Air Force position on Joint M&S at DoD M&S policy and other forums.

28.5.6. Provides guidance and oversight, advocacy, and coordination for Air Force M&S initiatives in standardization, integration, funding plans, legacy model transition plans, and development schedules and facilitates the creation of a persistent synthetic environment used to compose simulations.

28.5.7. Chairs the M&S General Officer Steering Group, leads the M&S Council under the Enterprise Architecture Integration Council, and the Air Force Space M&S Integrated Process Team. Also provides the Executive Secretariat to the Air Force M&S Caucus and the Executive Council for M&S.

28.5.8. Provides guidance and oversight for the Air Force Agency for Modeling and Simulation (AFAMS) FOA.

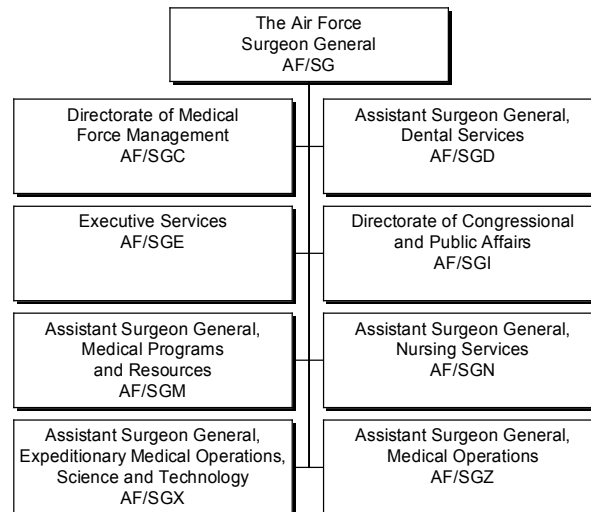
28.5.9. Manages and executes the Air Force C4ISP process to ensure that C4ISR acquisition and development programs produce systems that are secure, interoperable, supportable, sustainable, and usable.



## Chapter 29

### OFFICE OF THE SURGEON GENERAL (AF/SG)

**Figure 29.1. Organizational Chart for the Air Force Surgeon General.**



#### 29.1. Surgeon General (AF/SG).

29.1.1. Carries out the mission of the AFMS to rapidly expand, mobilize, and deploy medical personnel, equipment, and supplies for contingency operations worldwide. To ensure maximum wartime readiness, develops, manages, and operates a comprehensive, cost effective community-based health care system. The health care system promotes the health, safety, and morale of Air Force people by providing or arranging for timely, high quality health care for active duty members, their families, and other beneficiaries.

29.1.2. Heads the AFMS and serves as the medical staff advisor to the SECAF and CSAF.

29.1.3. Advisor to the Assistant Secretary of Defense for Health Affairs on Air Force health and medical matters.

29.1.4. Air Staff office of primary responsibility for health matters of Air Force personnel.

29.1.5. Office responsible for health care policies, resources, and expeditionary medical operations and directs two Air Force Field Operating Agencies, the Air Force Medical Operations Agency, and Air Force Medical Support Agency.

**29.2. Directorate of Medical Force Management (AF/SGC).** The Directorate of Medical Force Management is responsible to the Surgeon General for all policies and programs impacting AFMS personnel (including civilian, officer and enlisted personnel), their professional development, education, training, and career progression requirements.

29.2.1. Provides medical force management research, analysis, and advisory services for Air Force and SECAF decision-making on management policies, functional matters, and major programs affecting the AFMS.

29.2.2. Responsible for medical personnel career development, career monitoring, development of professional education, and development of training requirements to support Air Force policy.

29.2.3. Provides guidance concerning AFMS personnel to include recruiting, accession, promotions, education, training and utilization.

29.2.4. Leads six functional areas to carry out directorate mission:

29.2.4.1. Medical Services Corps Force carries out the missions of the Directorate of Medical Force Management (SGC), specifically tailored to meet the needs of the Medical Services Corps.

29.2.4.2. Biomedical Sciences Corps Force Management carries out the missions of the Directorate of Medical Force Management (SGC), specifically tailored to meet the needs of the Biomedical Sciences Corps consisting of seventeen specialties.

29.2.4.3. Dental Corps Force Management carries out the missions of the Directorate of Medical Force Management (SGC), specifically tailored to meet the needs of the Dental Corps.

29.2.4.4. Enlisted Force Management Division carries out the missions of the Directorate of Medical Force Management (SGC), and is specifically tailored to meet the needs of the AFMS enlisted members consisting of 32 medical enlisted AF specialty codes.

29.2.4.5. Medical Corps Force Management carries out the missions of the Directorate of Medical Force Management (SGC), specifically tailored to meet the needs of the Medical Corps.

29.2.4.6. Nurse Corps Force Management carries out the missions of the Directorate of Medical Force Management (SGC), specifically tailored to meet the needs of the Nurse Corps consisting of 14 officer AFSCs.

**29.3. Assistant Surgeon General, Dental Services (AF/SGD).** The Assistant Surgeon General, Dental Services is responsible to the Surgeon General for dental policies, standards, and requirements for personnel use, training and equipment, and for technical supervision of administrative and professional activities. Special authority for Services is DoD Directive 6010.4, *Dependent's Medical Care*. It prescribes the extent of dental treatment allowed military dependents. DoD Directive 6015.5, *Joint Use of Military Health and Medical Facilities and Services*, prescribes optimum joint use of military health and medical facilities and services.

29.3.1. Develops and monitors dental programs and policies; coordinates dental, clinical, administrative, and training activities to give maximum support to the medical and Air Force missions.

29.3.2. Determines and monitors dental physical standards for active duty personnel, applicants for commissions, flight training, Air Force Academy, and special assignments or projects imposing unusual physical demands.

29.3.3. Works closely with external health agencies to make the greatest use of the Nation's dental resources. Maintains liaison with Dental Services of the Army, Navy, Veterans Administration, and Health and Human Services.

29.3.4. Represents the Surgeon General at national and international levels on subjects dealing with dental management matters.

29.3.5. Develops and monitors the Air Force civilian and military dental consultant program; provides professional guidance and monitors the development of Air Force dental residency and postgraduate programs.

29.3.6. Maintains liaison with dental schools and coordinates Air Force dental officer procurement. Provides guidance to HQ AFPC/DPMM for the selection of persons to take part in dental residency programs.

29.3.7. Determines USAF dental personnel requirements for training, staffing, and special missions. Computes dental specialist requirements.

29.3.8. Coordinates and recommends dental projects for investigation by the USAF Dental Investigation Service. Evaluates newly developed dental equipment and supply items and recommends on suitability for stock listing and procurement.

29.3.9. Develops or recommends standard clinical criteria and designs for construction and equipage. Reviews plans for dental facility rehabilitation and new construction and makes recommendations. Monitors the dental facility and dental laboratory accreditation programs for the Air Force.

**29.4 Executive Services (AF/SGE).** The Executive Services Directorate manages and directs administrative support functions for the Office of the Surgeon General. Specifically, this directorate:

29.4.1. Serves as the Director of Staff for the Surgeon General's Office.

29.4.2. Serves as the Executive Officer to the Surgeon General.

29.4.3. Serves as administrative liaison between the Surgeon General's office, the offices of the Air Staff, and the Office of the Assistant Secretary of Defense for Health Affairs.

- 29.4.4. Develops and implements policy and technical guidance for the Surgeon General's Office governing the preparation and processing of correspondence for signature, approval, coordination, or information.
- 29.4.5. Establishes, controls, and monitors all suspense actions on all correspondence.
- 29.4.6. Prepares Surgeon General executive correspondence.
- 29.4.7. Oversees protocol activities for the Surgeon General.
- 29.4.8. Provides guidance, direction, and interpretation of Surgeon General policies to staff.
- 29.4.9. Maintains and executes Surgeon General's schedule.
- 29.4.10. Transports General Officers to and from official functions.
- 29.4.11. Provides personnel and administrative services to assigned and attached military and civilian personnel.
- 29.4.12. Performs facility management functions (lights, heating, safety, and space utilization).
- 29.4.13. Manages the video conferencing and information management support programs.
- 29.4.14. Provides specialized graphics, audio and visual support to the executive staff. Researches, drafts, prints and reproduces graphical products for informational briefings and official ceremonies.
- 29.4.15. Manages all internal and external Surgeon General telephone and staff member rosters.

## **29.5. Directorate of Congressional and Public Affairs (AF/SGI).**

- 29.5.1. Serves as ambassador and communicator for AFMS policies, programs, personnel, beneficiaries, successes, and requirements, integrating congressional liaison, public affairs, and history functions for comprehensive public outreach.
- 29.5.2. Plans Surgeon General's (SG's) legislative strategy, to include congressional briefings and visits and proposing legislation.
- 29.5.3. Prepares and/or coordinates SG congressional hearing products to include writing witness statements, compiling issues books, working questions and answers and reviewing hearing transcripts to communicate status of AFMS to Congress.
- 29.5.4. Monitors and assists with congressional reports.

- 29.5.5. Provides liaison with congressional research and investigative agencies.
- 29.5.6. Reviews and researches military health care legislation.
- 29.5.7. Prepares congressional hearing products on AFMS issues for SECAF and CSAF, such as skull session slides, issues papers and testimony input; prepares SG representative to attend SECAF/CSAF skull sessions.
- 29.5.8. Prepares answers to White House, congressional, and other high-level inquiries.
- 29.5.9. Conducts daily interface with Air Force and DoD legislative liaison and public affairs offices, as well as those of sister Services.
- 29.5.10. Provides public affairs guidance and training to Surgeon General and SG staff members, develops Air Force-wide guidance on medical issues and reviews proposed articles for security and policy conformance.
- 29.5.11. Conducts external news media relations on local and national levels, to include responding to queries, arranging interviews, preparing news releases, and marketing story ideas; conducts interface with advocacy groups and their publications.
- 29.5.12. Conducts internal media relations, producing monthly SG electronic news magazine and working daily with Air Force News Center to develop timely products.
- 29.5.13. Prepares or advises on SG briefings and speeches.
- 29.5.14. Performs SG history function, writing SG annual history and oral histories of former surgeons general; archiving historical material; researching queries; and preparing and presenting papers and books for both SG and external history forums.

**29.6. Assistant Surgeon General, Medical Programs and Resources (AF/SGM).** The Assistant Surgeon General, Medical Programs and Resources formulates policies and develops programs relating to strategic management, health facilities, medical information systems, medical logistics, management of financial and manpower resources, personnel and training matters, and Air Force managed health care activities in support of the AFMS.

- 29.6.1. Develops policies and programs relating to the management of health care delivery to AF beneficiaries. Focal point on all medical entitlement issues, TRICARE, and policies between the Air Force and other military medical departments and agencies of DoD and the Veterans Health Administration.
- 29.6.2. Develops policies and procedures regarding management of medical financial resources. Manages AFMS financial resources through the PPBS cycle and serves as focal point for economic analysis activities.
- 29.6.3. Represents the Air Force Surgeon General in all matters concerning planning, programming, design, and construction of medical and dental treatment facilities.

Provides oversight for the AF Medical Military Construction Program and facility management programs.

29.6.4. Focal point for AFMS information management and information technology policies, plans, programs and resources. Oversees and manages centrally funded Information Technology Support programs. Provides research, design, implementation, maintenance and sustainment support for infrastructure and applications.

29.6.5. Formulates policy, plans and programs to provide peacetime and wartime medical logistics for the AFMS. Advises MAJCOMS and medical logistics activities on medical materiel and equipment management; biomedical equipment repair and vehicle control and; and medical contracting.

29.6.6. Formulates policy, plans, and programs relating to the management of medical manpower resources in support of the AFMS worldwide. Serves as focal point for base closure and realignment activities, Competitive Sourcing and Privatization initiatives and A-76 Studies, and organizational structure policy.

29.6.7. Acts as the integration focal point of the AFMS strategic planning and programming efforts. Advises and assists the SG and the AFMS Corporate Structure, the AFMS Group, Board, and Council, in executing and improving strategic planning and programming.

29.6.8. Develops policies regarding management of AFMS human resources to include: special pay programs, education and training programs, force structure and staffing models, promotion plan and selection boards, and procurement, retention, and separation programs.

**29.7. Assistant Surgeon General, Nursing Services (AF/SGN).** The Assistant Surgeon General, Nursing Services, is provided for in Title 10, United States Code, Section 265.

29.7.1. Develops, deploys and evaluates policies, programs, and instructions for nurse officers in 14 AFSCs and nursing enlisted personnel in the 4N0XX career field.

29.7.2. Responsible for nurse officer and nursing service enlisted personnel career development, career monitoring, and the development of professional education and career progression requirements to support Air Force policy.

29.7.3. Determines professional standards for the nurse officer and nursing service enlisted personnel. With HQ AFPC, determines eligibility, professional qualifications, and suitability of candidate selection and appointment in the Regular Air Force Nurse Corps.

29.7.4. Provides professional assistance on nursing policy, standards, and personnel requirements.

29.7.5. Develops policies, programs, and procedures for administration and professional development of nursing service personnel.

29.7.6. Provides guidance concerning the selection, education, training, qualifications, and utilization of nursing service personnel.

29.7.7. Provides nursing expertise to medical malpractice reviews, medical incident investigations, and congressional inquiries.

29.7.8. Represents the Surgeon General at national and international levels. These contacts include the American Nurses Association, the National League for Nursing, the Army Nurse Corps, the Navy Nurse Corps, the U.S. Public Health Service, the Veterans Administration, the American Red Cross, the Defense Advisory Committee on women in the Services, the Senior Women of the Alliance, the North Atlantic Treaty Organization and national and international agencies dealing with the profession of nursing.

29.7.9. Is the Air Force representative to: Advisory Council to Uniformed Services University of Health Sciences (USUHS) Graduate School of Nursing, Executive Board of Tri-Service Nursing research, Joint Commission on Accreditation of Healthcare Organizations' Professional and Technical Advisory Committee for Ambulatory Care Standards, and the Federal Nursing Service Council.

29.7.10. Monitors and maintains the Surgeon General Nursing Consultant program.

**29.8. Assistant Surgeon General, Expeditionary Medical Operations, Science & Technology (AF/SGX).** Develops AFMS wartime concepts, doctrine, plans, and resource requirements. Coordinates AF position on medical aspects of unified, specified, and major command war and contingency plans. Additionally, the directorate is directly responsible for all of the AFMS readiness activities, advances in medical technologies, human and animal research, aeromedical research and development and clinical investigations programs as managed by eight divisions. All activities in this directorate are Total Force driven with Air Reserve Component advisors on staff.

29.8.1. Provides direct interface on operational issues with Joint Staff, sister services, MAJCOMs and inter-agencies. SG representative to CSAF's Crisis Action Team, reviews all medical operational requests for AF/XO, provides deployment oversight of AFMS assets.

29.8.2. Recommends and establishes policy and guidance for expeditionary medical operations training, exercises, and personnel deployment planning requirements; orchestrates resources necessary to accomplish training and exercises.

29.8.3. Provides strategic level planning, programming and policy to enable MAJCOMs to support the combatant commanders and ensure protection of our forces against threats, NBC agents, toxic industrial chemicals and materials, and pathogens of operational concern.

29.8.4. Provides development and execution of medical support for contingency and humanitarian operations, unit type code and allowance standard functional area manager,

ownership of medical resource letter and manpower and equipment force packaging consolidation plan.

29.8.5. Responsible for oversight and continuous process improvement of Air Force clinical and biomedical research and special congressional or presidential research programs.

29.8.6. Develops, defines, maintains and interprets AF/SG metrics and provides a platform for actualizing population health via interface to preventive health care applications and fully mineable clinical data repository.

29.8.7. Develops, prioritizes, and provides oversight of AFMS modernization requirements and programs that require efforts in the S&T/RD&A sectors to field technology that supports AFMS readiness and telemedicine.

29.8.8. Assesses and integrates emerging USAF, Joint, and commercial medical technologies into the AFMS through realistic military utility assessments and demonstrations.

**29.9. Assistant Surgeon General, Medical Operations (AF/SGZ).** Commands a field operating agency (Air Force Medical Operations Agency—AFMOA) that executes SG policies and programs in support of AF global capability and national security strategies.

29.9.1. Provides aerospace medicine leadership to the field, human weapons system enhancement and warfighter performance advantage through advancement in medicine and technology. Provides consultation to commanders on full spectrum operational medical support.

29.9.2. Provides oversight and liaison for a full range of clinical issues to include practice standards and guidelines, staffing and educational requirements. Primary consultant initiatives include: primary care optimization, clinical wartime skills and quality assurance oversight.

29.9.3. Provides information management and analysis capabilities for Environmental, Safety and Occupational Health program to include: guidance/analysis for homeland defense against NBC terrorist threats; environmental pollution prevention; deployment of direct reading equipment and CONOPS for BW/CW detection.

29.9.4. Supports military readiness through individual, family, and community health initiatives. Manages Family Advocacy, ADAPT, Demand Reduction and Suicide Prevention programs.

29.9.5. Identifies and delivers state-of-the-art virtual medical education for the patient; integrates freelance virtual patient education technologies into the mainstream AFMS customer service models.

29.9.6. Facilitates optimization strategies for the AFMS and MHS. Oversees collaboration for improvement in ambulatory services, referral management, appointing, primary care manager by-name implementation, and reengineering. Establishes baseline metrics for AF and MHS tracking of goal and outcome improvement.



29.9.7. Develops, and manages preventive medicine, public health, health promotion, and force health management programs AF-wide. Deploys and manages anthrax, smallpox and other vaccination programs, preventive health assessment and individual medical readiness (PIMR), fitness testing and weight management initiatives.

29.9.8. Ensures the safety and regulatory compliant use of all radiation producing materials or devices required to support a combat-ready force. Provides force health protection against nuclear and radiological threats.

29.9.9. Provides support/consultation for programs in population health improvement, population health informatics, force health enhancement, health care management and technology support. Provides research and prototype tools, programs and processes to improve AFMS efficiency and effectiveness.

## Chapter 30

### CHIEF SCIENTIST (AF/ST)

**Figure 30.1. Organization Chart for the Chief Scientist**



#### **30.1. Chief Scientist (AF/ST). The Chief Scientist:**

30.1.1. Is chief scientific advisor to the Chief of Staff and other Air Force leaders. Provides independent evaluations and objective advice across a broad range of subjects, basing recommendations primarily on technical merit. Identifies and analyzes technical issues and brings them to the attention of Air Force leaders as appropriate.

30.1.2. As a member of the Air Force Scientific Advisory Board (SAB) Steering Committee, he participates in the definition of studies and selection of candidates for membership and chairperson. Attends SAB meetings and study groups as appropriate.

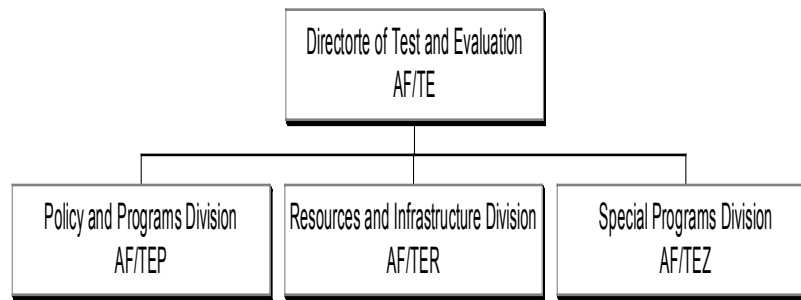
30.1.3. Looks after the health of the Air Force in-house technical enterprise. Routinely interacts with MAJCOM commanders (principally AFMC/CC), Product Center commanders, the SAF/AQ Military Deputy, the AFRL commander, SAF/AQR, and others. Interacts with other services and the Office of the Secretary of Defense (OSD) on issues affecting the in-house technical enterprise.

30.1.4. Serves as the focal point for Air Force technical leaders. Convenes and chairs semi-annual meetings of the chief scientists and senior scientists of AFRL technical directorates, as well as the technical directors from test centers, major commands, battle laboratories, and others as appropriate. Is responsible for the Air Force S&T award program.

## Chapter 31

### TEST AND EVALUATION (AF/TE)

**Figure 31.1. Organization Chart for the Directorate of Test and Evaluations.**



#### **31.1. Directorate of Test and Evaluation (AF/TE). As an Air Staff Director:**

31.1.1. Is the Chief T&E advisor to Air Force leadership and is responsible to the Chief of Staff of the Air Force (CSAF) for establishing Air Force T&E policy, determining the adequacy of T&E resources required to support weapon system development, and resolving developmental and operational test programmatic issues.

31.1.2. Advises the CSAF and Secretary on the T&E process, developmental T&E (DT&E) including contractor T&E, operational T&E (OT&E), and Live Fire Test (LFT) and is the sole focal point for Air Force T&E matters.

31.1.3. Maintains a good working relationship with the Office of the Secretary of Defense (OSD), Office of Director, Operational Test and Evaluation (DOT&E), and the Assistant Secretary of the Air Force (Acquisition) (SAF/AQ). The Director also maintains a close liaison with the under Secretary of Defense (Acquisition, Technology and Logistics) (USD{AT&L}) Deputy Director for Developmental Test and Evaluation (DT&E), and the other services and defense T&E agencies.

31.1.3. Acts as the final review authority and signatory for Test and Evaluation Master Plans (TEMP) prior to Air Force Acquisition Executive (AFAE) approval and signature. Approves Air Force operational assessment (OA) and operational test (OT) plans prior to submission to OSD.

31.1.4. Reviews and prepares release of T&E reports outside the Air Force and assures test results are available to decision-makers in a timely manner.

31.1.5. Is the AF representative to the Defense Test and Training Steering Group (DTTSG).

31.1.6. Chairs the AF T&E Investment Committee.

31.1.7. Co-chairs with AF/XOI the Air Staff Foreign Materiel Program Committee (FMPC) to provide FMP management oversight. Other members include representatives from SAF/AQ and Financial Management (FM) and Air Force/TE/Operations/Intelligence/Programs.

31.1.8. Co-Chairs the Air Force Range Investment Council (AFRIC) with AF/XOOR and coordinates investment between functional communities.

31.1.10. Chairs the Air Force T&E Investment Committee (TIC).

31.1.11. Is the AF representative to the Joint Test and Evaluation Senior Advisory Council (SAC)

31.1.12. Serves as a member of the Cost and Operational Effectiveness Analysis (COEA) Users' Group.

31.1.13. Serves as a member of the AF Acquisition Professional Development Council.

31.1.14. Serves as a member of the Budget Review Group.

31.1.15. Serves as a member of the AF Corporate Board.

31.1.16. Serves as a member of the T&E Executive Agent Board of Directors Executive Secretariat.

31.1.17. Serves as a member of the Air Force Council.

**31.2. Policy and Programs Division (AF/TEP) as an Air Staff Division:**

31.2.1. Promulgates Air Force T&E policy and is the Review Authority/OPR for AFPD 99-1, *Test and Evaluation Policy*, AFI 99-101, *Air Force Developmental Test and Evaluation*, AFI 99-102, *Air Force Operational Test and Evaluation*, , AFI 99-105, *Live Fire Test and Evaluation*, and AFI 99-106, *Joint Test and Evaluation Program*, AFI 99-107 *Test Pilot School*, AFI 99-108 *Programming and Reporting Missile and Target Expenditures in Test and Evaluation*.

31.2.2. Oversees all Air Force test activities in support of acquisition, monitors Congressional legislation and actions for T&E impacts, and is the Air Force OPR and the Air Force Planning Council (PC) member for the OSD-sponsored Joint Test and Evaluation (JT&E) Program.

31.2.3. Maintains a cadre of test and evaluation experts that monitor every Acquisition Category (ACAT) I/II program and any other programs on congressional or DOT&E oversight. Provides daily inputs to the Air Staff on program stabs as related to testing and evaluation in order to provide a level of confidence that programs are maturing with acceptable test results and quantifiable risks.

31.2.4. Reviews Mission Need Statements (MNS), Program Management Directives (PMD), Operational Requirements Documents (ORD), and Test and Evaluation Master Plans (TEMP) for proper T&E taskings and responsibilities and attends Test Planning Working Group (TPWG) meetings for selected major programs.

31.2.5. Acts as the crucial Air Staff link to the field organizations' policy for testing conducted by the Major Commands (MAJCOM), Air Force Operational Test and Evaluation Center (AFOTEC), and Air Force Materiel Command (AFMC).

31.2.6. Maintains close working relationships with the OSD DOT&E and provides Air Force positions and opinions on live fire and realistic operational testing of new and legacy systems.

31.2.7. Sponsors T&E briefings to Air Force and OSD decision-makers. Assures the views of the Air Force T&E community are made to acquisition decision makers and advises the Air Force Acquisition Executive (and others) on T&E matters relating to the development and acquisition of Air Force systems.

31.2.8. Provides key presence of T&E expertise to the Air Force Requirements Oversight Council (AFROC), Air Force Panels, and various acquisition strategy panels supporting the Secretary of the Air Force and the Air Staff Corporate Structure.

31.2.9. Reviews and coordinates T&E inputs to Congressional Data Sheets and OSD/DOT&E's annual Report to Congress.

### **31.3. Resources Division (AF/TER):**

31.3.1. As Air Staff OPR, this Division:

31.3.1.1. Formulates the acquisition strategy and overall program plan for T&E resources in conjunction with developing and using commands.

31.3.1.2. Administers the Test Investment Planning and Programming (TIPP) process and AF T&E Modernization Planning Process.

31.3.1.3. Advocates the best acquisition approach for T&E resources to the Air Force Secretariat, Air Staff, OSD, and Congress.

31.3.1.4. Oversees the Air Force test infrastructure and ensures that adequate facilities are available to support the Air Force T&E activities,

31.3.1.5. Performs all Program Element Monitor (PEM) responsibilities for the following T&E infrastructure and support program elements (PE):

31.3.1.5.1. PE 27426- Air Force Operational Test and Evaluation Center (AFOTEC).

31.3.1.5.2. PE 28015- Combat Development.

31.3.1.5.3. PE 64256- Threat Simulator Development.

31.3.1.5.4. PE 64759- Major T&E Investment.

31.3.1.5.5. PE 65712- Initial Operational Test and Evaluation (IOT&E).

31.3.1.5.6. PE 65807- Test and Evaluation Support.

31.3.1.5.7. PE 65976 - Facility Restoration and Modernization - T&E

31.3.1.5.8. PE 65978 - Facility Sustainment - T&E Support

31.3.1.6. Develops AF/TE inputs for the Air Force Planning and Programming Guidance (APPG).

31.3.1.7. Promulgates Air Force T&E Resources Policy and is Review Authority for:

31.3.1.7.1. AFI 99-109, *Test Resource Planning*.

31.3.1.7.2. AF T&E Mission Support Plan.

31.3.1.8. Serves as a member of the AF Enhanced Corporate Structure that supports the Air Force Planning, Programming and Budgeting System (PPBS) process. This includes membership in the AF Group and appropriate Integrated Process Teams (IPTs) and Research, Development, and Test and Evaluation (RDT&E) panel.

31.3.2. For the Directorate, this Division:

31.3.2.1. Provides representation to the following working groups:

31.3.2.1.1. Defense Test and Training Steering Group.

31.3.2.1.2. Central Test and Evaluation Investment Program and its related subgroups

31.3.2.1.3. Threat Simulator Investment Working Group (TSIWG).

31.3.2.1.4. OSD Test Investment Coordinating Committee (OTICC)

31.3.2.1.5. Base Realignment and Closure (BRAC).

31.3.2.1.6. Air Force and T&E Joint Cross-Service Group.

31.3.2.1.7. Joint Test and Training Range Roadmap.

31.3.2.2. Develops policy for the use of existing Air Force Major Range and Test Facilities Base (MRTFB) and investment in new capabilities.

31.3.2.3. Recommend approval of requests for contractor use of Air Force test facilities and ranges.

31.3.2.4. Serves as functional manager of T&E functional area within the Acquisition Personnel Development Program.

31.3.2.5. Serves as a member of the Executive Secretariat of T&E Executive Agency Board of Directors (BoD).

31.3.3. Other Responsibilities:

31.3.3.1. Assures that an adequate assessment of the T&E infrastructure is available to acquisition decision makers.

31.3.3.2. Advises the AFAE on T&E resource matters relating to the development and acquisition of Air Force systems.

**31.4. Special Programs Division (AF/TEZ):**

31.4.1. As Air Staff OPR, this Division:

31.4.1.1. Provides leadership, direction, policy and resources to ensure Air Force Foreign Materiel and Classified Test programs meet documented warfighter requirements.

31.4.1.2. Provides management and oversight of the lifecycle process for acquisition and exploitation of foreign aerospace related weapon systems and components. Acts as the single Air Force point of contact for all foreign materiel related activities.

31.4.1.3. In coordination with AF/XOI, provides policy and oversight of the Air Force foreign materiel process and formalizes staffing of foreign materiel issues. Codifies all Air Force Instructions and related manuals on the FMP.

31.4.1.4. Collects and consolidates MAJCOM foreign materiel requirements from Air Combat Command (representing Pacific Air Force and United States Air Force, Europe), Air Mobility Command, Air Force Special Operations Command, Air Force Space Command, Air Force Materiel Command, Air Force Operational Test and Evaluation Center, and the Air Intelligence Agency. Prepares for Vice Chief of Staff of the Air Force (AF/CV) approval an integrated acquisition priority list.

31.4.1.5. Accomplishes all planning, programming, and budgeting system (PPBS) activities for the foreign materiel life cycle process within AF/TE. Supports AF/XOI in PPBS activities related to foreign materiel acquisition and exploitation funded through the General Defense Intelligence Program (GDIP).

31.4.1.6. Directs FMP execution to satisfy needs of operations, acquisition, T&E, and Scientific and Technical Intelligence communities in support of warfighter requirements.

31.4.1.7. Staffs all foreign materiel acquisition procured through commercial channels. Supports AF/XOI oversight on government-to-government initiatives and efforts using intelligence methods and sources.

31.4.1.8. Recommends convening of the Air Staff Foreign Materiel Program Board (FMPB) in response to critical FMP issues. The FMPB is chaired by AF/CV with representatives from SAF/AQ/FM and AF/XO/XP.

31.4.1.9. Represents the Air Force in multi-service foreign materiel agreements. Approves all disclosures and invitations by DoD agencies that obligate the Air Force to support multi-service foreign materiel requirements

31.4.1.10. Advises AF/XOI on multinational foreign materiel agreements. Provides input to AF/XOI prior to approval of disclosures and invitations by DoD agencies that obligate the Air Force to support multinational foreign materiel requirements.

31.4.1.11. Responds to congressional inquiries on non-GDIP related issues regarding FMP funding and execution.

31.4.1.12. Assists SAF/PA and OASD (PA) responding to FMP related media inquiries.

31.4.1.13. Performs PPBS, Program Element Monitor, and other Air Staff functions for AFMC and AFOTEC infrastructure programs supporting classified advanced system test activity. Ensures adequate resources are available to support test requirements generated by MAJCOMs, research and development activities, and intelligence agencies.

31.4.1.14. Represents AF/TE on the Special Programs Review Group (SPRG) overseeing all Air Force Special Access Programs.

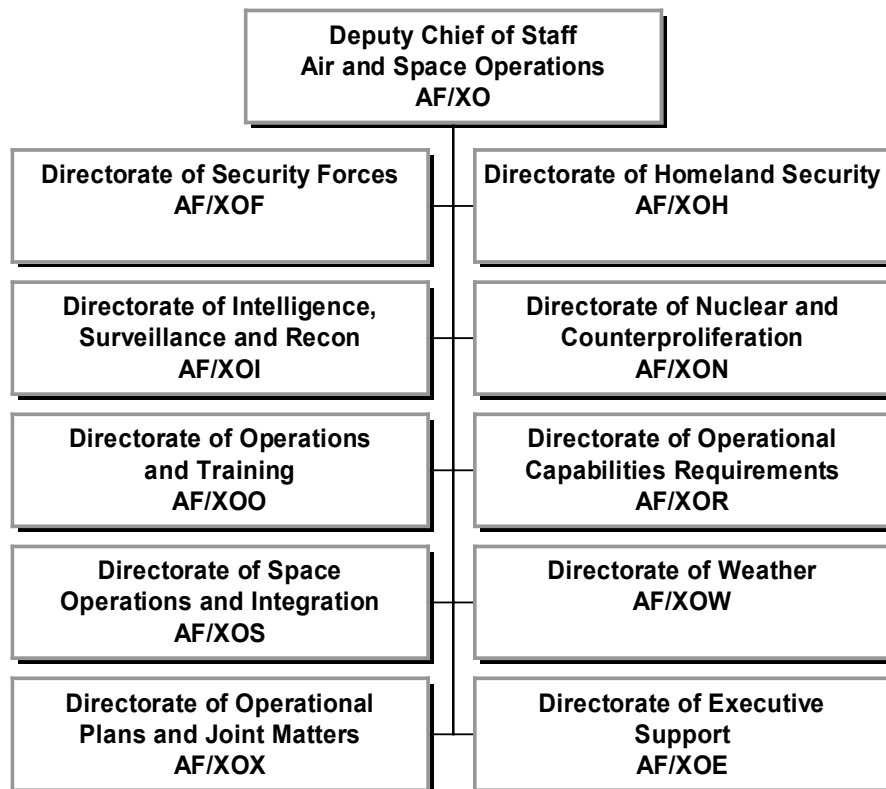
31.4.1.15. Supports Air Force initiatives to integrate existing and emerging space and information operations test capabilities into an integrated aerospace range to support the full spectrum of test, training, and exercise activities.



## Chapter 32

## DEPUTY CHIEF OF STAFF FOR AIR AND SPACE OPERATIONS (AF/XO)

★Figure 32.1. Organization Chart for the Deputy Chief of Staff for Air and Space Operations



**32.1. Deputy Chief of Staff, Air and Space Operations (AF/XO).** The Deputy Chief of Staff, Air and Space Operations:

32.1.1. Is responsible to the Chief of Staff for developing Air Force positions on strategy, policy, and objectives, and for preparing and implementing plans and operations. Further information on AF/XO functions and programs can be found at:

<https://www.xo.hq.af.mil/>

32.1.2. Is responsible for justifying these plans and operations before the proper elements of the Department of Defense (DoD) and other government agencies.

32.1.3. Is the office of primary responsibility (OPR) for unilateral and joint war planning, operational training and readiness, command, control and communications, politico-military planning, and development of Air Force Doctrine and long-range plans for the employment of air and space of both active and reserve Air Forces.

32.1.4. Is responsible for planning and monitoring all matters pertaining to the United States Air Force (USAF) force structure development. Determines tasks that the Air Force must perform in light of threat, defense, and military strategy. Analyzes missions likely to be attained within anticipated resource limits.

32.1.5. Assists the Chief of Staff in providing operationally ready forces in response to the needs of the unified and specified command.

32.1.6. Prepares operational concepts and doctrine for employing air and space weapon systems, and directs the Air Force Operations Group (AFOG).

32.1.7. Within the resource limits, ensures development and management of worldwide command, control and communications systems support for National Command Authorities (NCA) and Air Force requirements.

32.1.8. Primarily responsible for formulating Air Staff positions on matters under consideration by the Joint Chiefs of Staff (JCS) and National Security Council (NSC), and is single point of contact (POC) in Headquarters United States Air Force (HQ USAF) for JCS and NSC related matters.

32.1.9. Is responsible for establishing policy for the Air Force operational requirements process. Supports major command (MAJCOM) requirements development and evaluation, mission need and modification prioritization, and initial planning through acquisition milestone I.

32.1.10. Develops and implements weather concepts, doctrines, policies, plan and programs and integration and interoperability standards to ensure effective weather support for the US Air Force, Army, JCS, selected Unifies and Specified Commands, National Programs, and other agencies as directed by the Chief of Staff of the Air Force (CSAF).

32.1.11. Is responsible to the Chief of Staff for policy, planning, programming, resource allocation, and program evaluation to ensure information dominance in peace, crisis and war.

32.1.12. Responsible to the Secretary of the Air Force, the Chief of Staff, the Air Staff, and as required, Air Force commands with intelligence regarding military threats to the security of the United States and its allies. This intelligence supports USAF planning and programming activities.

32.1.13. Is responsible for establishing Air Force policy and Strategy on nuclear weapon systems and other weapons of mass destruction.

32.1.14. Is responsible for Air Force implementation and compliance of existing and planned treaties and agreements.

32.1.15. Develops Air Force nuclear operations, planning, evaluation and training guidance.

**32.2. Directorate of Executive Support (AF/XOE).** The Directorate of Executive Support is the single point of contact for providing customer support, graphic arts, contractual management, civilian liaison, resources, information technology, and direct support for all members under the Air & Space Operations community to include all Field Operating Agencies (FOAs). The Directorate of Executive Support is responsible for the following functions for the DCS:

32.2.1. The Customer Support Division manages the administrative, personnel security, manpower, and personnel matters for the DCS and serves as the single point of contact for all organizational structure changes within the DCS and FOAs.

32.2.1.1. Functions as liaison with 11WG Military Personnel Flight for: assignments, enlistment, tour extensions, duty information changes, separation/retirements, decorations, officer/enlisted evaluation performance reports, sponsor program, and performs all in/out-processing. Manages the DCS' military promotion programs. Oversees the Management Level Review (MLR) boards. Prepares associated promotion release products and information.

32.2.1.2. Manages the manpower program including Unit Manning Document (UMD) and Unit Personnel Management Roster (UMPR) and associated actions/changes.

32.2.1.3. Responsible for the DCS' officer and enlisted evaluation programs.

32.2.2. The Graphics Arts Division provides full service professional visual information design and products for the DCS and, as directed by the DCS, provides support for special requirements of the CSAF, SECAF, JCS and DoD.

32.2.2.1. During contingency and emergency operations, provides dedicated graphics support to the Air Force Operations Group (AFOG).

32.2.2.2. Serves as Visual Information advisor to the DCS; plans, develops, coordinates and presents policies, procedures and guidance on visual information matters. Develops and maintains the Air Force Operations visual vocabulary.

32.2.2.3. Maintains lines of communication and coordinates with Air Force and DoD visual information centers and when required, other Federal agencies.

32.2.2.4. Serves as DCS representative to the Air Force Visual Information Technology Board.

32.2.2.5. Supports AF decision-makers in communicating ideas through visual media and collaborates with AF planners to conceptualize ideas and policies, by creating original design and artwork to illustrate new concepts and initiatives, for dissemination to upper-level government officials and the media.

32.2.3. The Contracting Management Division serves as the representative for the DCS' centrally managed support contracts.

32.2.3.1. Provides training on interaction with contractors and administration of contracts.

32.2.3.2. Develops policies and procedures for obtaining and using contractor support.

32.2.3.3. Provides review of contract statements of work (SOWs).

32.2.4. The Civilian Liaison Division manages the civilian manpower and personnel matters for the DCS.

32.2.4.1. Conducts annual civilian appraisal and performance plan reviews.

32.2.4.2. Conducts management level civilian incentive award boards.

32.2.4.3. Provides quality control of civilian time sheets.

32.2.4.4. Manages civilian training program.

32.2.4.5. Audits the civilian position and employee control file.

32.2.4.6. Maintains unit information records on all civilian employees.

32.2.4.7. The Resources and Information Technology Division manages the budget, facilities/moves, information technology programs, and supplies/equipment for the DCS.

**32.3. Directorate of Security Forces (AF/XOF).** The Directorate of Security Forces establishes policy for, directs, and administers Air Force Security Forces programs and directs policies for the Field Operating Agency: Air Force Security Forces Center (AFSFC). The Director of Security Forces, as the office of primary responsibility (OPR):

32.3.1. Develops policy and issues guidance for wartime and peacetime environments that relates to new and existing programs for the protection of Air Force resources and weapons systems; air base defense; combat arms training and maintenance; police services; a uniform system for classifying, declassifying, and protecting national security information; and plans, programs and budgets for security forces resources.

32.3.2. Reviews and evaluates plans and programs approved and directed by the Secretary of the Air Force and the Chief of Staff. These include protecting nuclear resources; defending air bases; securing Air Force resources; developing protective systems; directing unit reporting systems; managing security forces personnel, training, and equipment programs; directing the safeguarding of classified information, classification management, security education, personnel security, and industrial security programs.

32.3.3. Serves as voting members of both Air Force Board and Group.

32.3.4. Maintains corporate structure Panel representation.

32.3.5. Serves as Capabilities Review and Risk Assessment (CRRA) force protection functional expert.

32.3.6. Develops policy, issues guidance on, and develops measures to evaluate the effectiveness of the Air Force information, personnel, and industrial security programs and program protection activities in system acquisition programs.

32.3.7. Serves as the Air Force representative on Interagency Committees that establish national level policy for security countermeasures involving physical security of classified information, personnel security, information security, industrial security, and security education programs.

32.3.8. Develops policy, doctrine, Concept of Operations (CONOPS), instructions, tactics, techniques and procedures (TTPs) for Air Force integrated base defense (IBD), antiterrorism, and force protection (AT/FP) programs, nuclear, and weapons systems security, physical security, police services, air base defense operations, resource protection, confinement/corrections, vulnerability assessments, and the DoD Military Working Dog Program.

32.3.9. Coordinates security initiatives with other functionals and MAJCOMs, OASD C3I, SAF, and other Services.

32.3.10. Chairs the Headquarters Force Protection Working Group (FPWG), addressing FP concerns across functional directorates.

32.3.11. Serves as member of the Headquarters Air Force Threat Working Group (HAF TWG), responsible for reviewing terrorists threats as they affect operations, personnel, and resources, then recommending courses of action to the AF/XO to mitigate or counter the threat.

32.3.12. Serves as member of the DoD Security Policy Verification Committee (SPVC), responsible to provide oversight of nuclear security programs.

32.3.13. Represents the Air Force on the DoD Antiterrorism Coordinating Committee (ATCC), responsible for reviewing AT/FP guidance and policy for DoD.

32.3.14. Serves as Air Staff liaison for the Air Force Vulnerability Assessment Program (VAMP), responsible for monitoring and coordinating AFVA issues.

**32.4. Directorate of Homeland Security (AF/XOH).** The Homeland Security directorate was established by the Air Force Chief of Staff on 2 Jan 2002 as the Air Staff focal point for all homeland security issues relating in the aftermath of the attacks of Sep 11 2001 and as the advocate for focusing air power on toward homeland security responsibilities with transformational policies and procedures. The Director of Homeland Security:

32.4.1. Develops policy, guidance, and operational expertise for Headquarters Air Force Homeland Security, to include homeland defense and military support to civil authorities.

32.4.2. Is responsible for advocating and integrating homeland security into operations, plans and programs.

32.4.3. Serves as AF Homeland Security focal point for interaction with the Department Homeland Security, OSD, Northern Command, Joint Staff and lead federal agencies.

32.4.4. Develops and oversees implementation of operational policy governing the training, readiness, and employment of USAF aerospace forces.

32.4.5. Develops Air Force operational employment concepts, mission requirements and force structure in support of USAF national objectives.

32.4.6. Provides operationally ready forces for employment by unified and specified commands.

32.4.7. Ensures appropriate training of operational personnel to maximize USAF abilities to prevent, protect, and respond to domestic threats.

32.4.8. Acts as Deputy Director of Military Support (DOMS) coordinating DoD military support to civil authorities during natural and manmade disasters.

32.4.9. Responsible for planning and execution of DoD Joint Emergency Evacuation Plan (JEEP). Supervises operation of the Air Force National Security and Emergency Preparedness Agency (FOA).

32.4.10. Provides HQ USAF oversight to the Air Force Auxiliary, Civil Air Patrol.

32.4.11. Is responsible for preparing the Deputy Chief of Staff (DCS), Air and Space Operations on congressional matters dealing with homeland security and oversees Air Force counter drug support programs.

32.4.12. Is responsible for policy and oversight of all USAF Homeland Security issues, oversees all aspects of Air Force Military support to Civil Authorities and develops and implements the Continuation of Operations contingency plans for senior Air Force leadership.

32.4.13. Maintains frequent contact with the DCS, Air and Space Operations, senior staff members of Air Staff, Joint Staff, Combatant Commander component commands, other service staffs, (two and three-star level), and other governmental agencies.

32.4.14. Has daily contact with DCS, Air and Space Operations, but has large degree of independence of operations.

32.4.15. Functions as key individual in the Air Staff decision making process affecting the current and long-range policies, readiness capabilities, and force structure of the Air Force combat and combat support forces and weaponry as it supports homeland security requirements.

32.4.16. Leads policy development for military support to civil authorities, advises the North American Airspace Security Counsel, develops and implements Continuation of Operation Plans for the Air Staff.

32.4.17. Serves as member on the Air Force Board developing the Air Force Program Objective Memorandum.

**32.5. Directorate of Intelligence, Surveillance and Reconnaissance (AF/XOI).** The Directorate of Intelligence, Surveillance and Reconnaissance is responsible to the Chief of Staff and Deputy Chief of Staff for Air and Space Operations for policy, planning, programming, resource allocation and program evaluation to ensure information dominance in peace, crisis and war. The Director of Intelligence, Surveillance and Reconnaissance:

32.5.1. Is responsible to the Secretary of the Air Force, the Chief of Staff, the Deputy Chief of Staff of Air and Space Operations, the Air Staff and as required, Air Force commands for providing intelligence regarding military threats to the security of the United States and its allies. This intelligence supports USAF planning and programming activities.

32.5.2. The Director of Intelligence, Surveillance and Reconnaissance is responsible for the following functions for the DCS:

32.5.2.1. The Associate Director for Intelligence Analysis Division provides tailored substantive intelligence and imagery products and special security services to the Secretariat and Air Staff.

32.5.2.1.1. Is a national-level center of excellence for analysis of foreign air and air defense tactics and training Services as AF Intelligence focal point for Intelligence Force Protection policy and counterterrorism.

32.5.2.1.2. Provides SCI communications and computer support to AF and DoD customers in the National Capital Region.

32.5.2.1.3. Serves as AF Intelligence FM for all intelligence training and personnel issues, develops and oversees policy for the USAF Foreign Language Program, and the utilization, management, training, and career development of USAF active duty and reserve component officer, enlisted and civilian personnel assigned to intelligence organizations and activities.

32.5.2.2. The Intelligence Community Affairs Group coordinates O-6 contingency manning support with Senior Intelligence Officers (SIOs) and the Personnel Community, as well as coordinates with SIOs and Personnel Community for the most effective distribution of senior intelligence personnel among key intelligence positions.

32.5.2.2.1. Serves as the Air Force FP for intelligence matters related to the Joint Chiefs of Staff (JCS), National Foreign Intelligence Council (NFIB), Military Intelligence

Board (MIB), National Security Council, and the Intelligence Community Principals' and Deputies' Committees.

32.5.2.3. The Associate Director for Intelligence Division communicates the strategic vision of Air Force Intelligence and oversees the development, issuance and implementation of long-range plans for the mission, organization, systems and functions of Air Force Intelligence; represents AF/XOI on National Intelligence Analysis & Production Board, IC Senior Planners Board, Defense Intelligence Civilian Board, and other DoD, Director Central Intelligence (DCI), and IC forums.

32.5.2.4. The Deputy for Surveillance and Reconnaissance Systems serves as the Air Force Functional Manager for all intelligence, reconnaissance, surveillance, collection, processing, analysis, exploitation, dissemination and application systems. This includes all AF airborne (manned and unmanned) reconnaissance and surveillance collection systems, as well as all AF ground stations which perform intelligence information processing exploitation and dissemination.

32.5.2.5. The Deputy for Information Warfare develops and coordinates policy, doctrine and guidance for the IW mission area including Psychological Operations (PSYOPS), Military Deception (MD), Operational Security (OPSEC), Computer Network Operations (CNO), and Electronic Warfare (EW). XOIW is composed of the IW Doctrine, Policy, Strategy and Programming Division, Influence Operations Division, and Network Operations and Technology Division.

**32.6. Directorate of Nuclear and Counter Proliferation (AF/XON).** The Directorate of Nuclear and Counter Proliferation is responsible for establishing Air Force policy and strategy on nuclear weapon systems, other weapons of mass destruction, and counter-proliferation (CP), and counter-chemical, biological, nuclear, and radiological (counter-CBRN) programs. (Further information on AF/XON functions and programs can be found at: <https://www/xo/hq.af.mil/xon>).

32.6.1. Develops and supports nuclear force operations, planning, evaluation, and training guidance.

32.6.2. Manages the AF arms control process, including policy formulation, negotiations support, implementation, compliance, education, training, and budgeting.

32.6.3. Ensures the safety and surety of the AF nuclear stockpile.

32.6.4. Serves as the principal on Nuclear Weapons Council Standing and Safety Committee and Counter proliferation Mission Support Senior Oversight Group.

32.6.5. The Director of Nuclear and Counter Proliferation is responsible for the following functions for the DCS:

32.6.5.1. Serves as the AF focal point for nuclear forces (i.e., intercontinental ballistic missiles (ICBM), air-launched cruise missiles (ACM/ALCM) and gravity weapons).



32.6.5.1.1. Develops operational and organizational guidance, requirements, objectives, and plans for nuclear forces.

32.6.5.1.2. Develops and assesses nuclear planning guidance, force structure plans, and AF and joint operational requirements concepts and documents against current and future space, C4I, and strategic systems needs. Develops and analyzes current and future AF nuclear weapons system capabilities.

32.6.5.1.3. Manages ICBM, ACM/ALCM and UH-1N helicopter programs and budget program elements, including POM development, funding exercises, documentation, and war-fighting impact of POM deliberations.

32.6.5.1.4. Oversees deactivation of operational nuclear systems, such as the Peacekeeper ICBM.

32.6.5.1.5. Develops AF positions on nuclear weapons safety, security, command and control, and survivability. Nuclear war advisor to CSAF.

32.6.5.1.6. Serves as the AF member of SECDEF's Nuclear Planning Working Group and the JCS Red Planning Board.

32.6.5.1.7. Assists in development of the Red Integrated Strategic Offensive Plan.

32.6.5.1.8. Assesses nuclear war plans and provides crucial planning factor considerations for JCS approval.

32.6.5.1.9. Administers the AF SIOP-ESI access program.

32.6.5.1.10. Coordinates on JCS actions regarding safeguarding the SIOP and individual access to SIOP-ESI information.

32.6.5.1.11. Serves as the Air Force focal point for nuclear targeting and nuclear targeting databases.

32.6.5.2. The National Security Policy Division is the AF focal point for arms control policy and implementation, CP and counter-CBRN policy and programs, and navigation and over-flight matters.

32.6.5.2.1. Develops arms control policy for negotiations of future treaties and ensures implementation of and compliance with existing treaties.

**32.7. Directorate of Operations and Training (AF/XOO).** The Directorate of Operations and Training provides policy, guidance, and oversight of near- and mid-term Air Force Title 10 and other major wargames conducted by the Air Force and Air Force participation in Title 10 and other major wargames conducted by OSD, the Joint Staff, combatant commands, other Services and Air Force MAJCOMs.

32.7.1. Acts as OPR for HQ USAF/XO support and participation in Air Force and Joint experimentation programs.

32.7.2. Supervises planning, execution and post-wargame assessments to ensure that air and space power are properly employed and accurately represented in Joint and Service wargame and experiment after-action reports.

32.7.3. The Directorate of Operations and Training is responsible for the following functions for the DCS:

32.7.3.1. Air Force Associate Directorate of Operations for Civil Aviation (AF/XOO-CA) which directs, guides and supervises the formulation, review, approval and execution of plans, policy and programs for federal aviation to support the warfighter.

32.7.3.2. Ranges & Airspace Division (AF/XOO-RA) which develops policy and guidance for functional areas of airspace management, air traffic control, navigation systems, airfield management, base operations, and general operations

32.7.3.3. Operational Readiness Division (AF/XOOA) which collects, processes, analyzes, and communicates readiness information to enable senior leaders and supported commanders to maintain situational awareness of readiness issues, initiatives, and innovations.

32.7.3.4. Checkmate Division (AF/XOOC) which assesses and enhances airpowers planning and employment concepts, processes, and capabilities and develops timely air employment options.

32.7.3.5. Special Management Division (AF/XOOM) which represents the Secretary of the Air Force and Chief of Staff of the Air Force as executive agent for support of several special access programs (SAPs).

32.7.3.6. Air Force Operations Group (AF/XOOO) which monitors USAF operations and worldwide events around the clock, seven days a week.

32.7.3.7. Personnel Recovery Division (AF/XOOP) which develops and reviews long-term force structure for active and reserve Air Force Personnel Recovery forces in support of operational requirements.

32.7.3.8. Special Operations Division (AF/XOOS) which develops and reviews long term force structure for Active and Reserve Air Force general purpose forces in support of special operations requirements.

32.7.3.9. Operational Training Division (AF/XOOT) which consolidates and verifies total Pilot, Navigator and Air Battle Manager absorption capacity and directs distribution of Specialized Undergraduate Pilot Training (SUPT), Joint Specialized Undergraduate Navigator Training (JSUNT), Undergraduate Air Battle Manager Training (UAT) graduates, and prior qualified pilots for major weapon system training.

32.7.3.10. Joint Wargaming and Experimentation Branch (AF/XOOW) which assists AF/XOO in providing policy, guidance, and oversight of near- and mid-term Title 10 and other major wargames conducted by the Air Force and Air Force participation in major wargames conducted by OSD, the Joint Staff, USJFCOM/, the other Services and Air Force MAJCOMs.

32.7.3.11. C2 Battle Management Operations Division (AF/XOOY) which provides policy and guidance in the employment of Air Force Command and Control Battle Management (C2BM) assets in support of the warfighter. AF/XOOY has subject matter experts in the Air and Space Operations Centers (ASOC), Joint STARS, AWACS, Control and Reporting Centers, ASOC/TACP/FAC Operations, Theater Battle Management Core Systems (TBMCS), Air Force Global Command and Control System (GCCS-AF), Air Force C2BM Education and Training, Joint GCCS training management, and Designated Approval Authority (DAA).

**32.8. Directorate of Operational Capabilities Requirements (AF/XOR).** The Directorate of Operational Capabilities Requirements establishes policy for the Air Force operational requirement process.

32.8.1. Ensures a strategy-to-task bridge between USAF long-range Vision, Extended Planning Annex, and program acquisition.

32.8.2. Supports MAJCOM modernization planning process, mission needs analysis, and analysis of alternatives assessments.

32.8.3. Directs Air Force requirements development and initial acquisition program planning through Milestone I. Chairs and directs the Air Force Requirements Oversight Council.

32.8.4. Is responsible for the approval of all USAF Mission Need Statements and Operational Requirements Documents.

32.8.5. The Directorate of Operational Capabilities Requirements is responsible for the following functions for the DCS:

32.8.5.1. GR/GS Capabilities Division which provides the Air Staff operations monitors for fighter and conventional bomber aircraft (A-10, F-15, F-16, F-117, F-111, B-52, B-1, B-2, and HH-60G), Combat Air Forces (CAF) training, operational headquarters accounts, training ranges, tactical portion of range improvement program, and strategic defense interceptor training.

32.8.5.2. Integration and Management Division which develops and implements policies and procedures for identifying, processing, and approving Air Force operational needs and requirements through Mission Need Statements (MNSs) and Operational Requirements Documents (ORDs).

32.8.5.3. C2ISR Division which reviews and evaluates operational requirements documents for adequacy of content and evaluates concepts and doctrine for selected ground, airborne and space C2 systems.

32.8.5.3.1. Provides consolidated Air Staff comments on draft requirements documents associated with C2 mission needs.

32.8.5.4. Global Mobility Capabilities Division which provides consolidated Air Staff comments on draft requirements documents, major enhancement initiatives, and major modernization initiatives associated with mobility, special operations, and mission needs.

32.8.5.5. Program Integration Division which serves as the DCS focal point for matters relating to the Air Force corporate structure, the resource allocation process (programs and budgeting), congressional activities, and issues; serves as the focal point for all congressional and PPBS matters dealing with plans and operations.

32.8.5.6. Space Capabilities Division which acts as HQ USAF focal point for identification/validation of requirements for development/employment of National systems and special reconnaissance programs in support of aerospace power.

32.8.5.7. The Electronic Warfare (EW) Division is the USAF office of primary responsibility for EW. Acts as functional manager in coordination with other elements of the Air Staff, Secretariat, MAJCOMs and field organizations for all AF EW issues. As a cross-cutting function, the division represents and advocates EW capabilities in the AF Corporate Structure as a Special Interest Item, participates in all Capabilities Review and Risk Assessments (CRRAs) and task forces, and directs the EW IPT and Extended EW IPT. Represents AF to Congressional, foreign (including FMS, FMA and FME in coordination with other agencies), OSD, JCS, Services, and other external agencies on all AF EW issues.

32.8.5.7.1. Develops, advocates, documents and monitors operational requirements relating to Theater Air Defense Intelligence System.

32.8.5.8. CONOPS and Weapons Division which integrates Air Force conventional short, mid and long-range munitions requirements, resource planning and operational initiatives.

**32.9. Directorate of Space Operations & Integration (AF/XOS).** The Directorate of Space Operations & Integration creates, advocates, and facilitates all space operations, to include space launch, satellite command and control, and space control.

32.9.1. Manages guides integration of space capabilities into USAF, joint, and coalition operational warfare. Develops operational policy and guidance for Air Force space activities; serves as the focal point in DCS/Air & Space Operations for space operations issues, policy, advocacy.

32.9.2. Provides HQ USAF space operational expertise and oversight and act to further integrate air and space operations within all Air Force activities.

32.9.3. Manages weapons system program elements and provides space operational interface to Planning Programming and Budgeting System activities.

32.9.4. The Directorate of Space Operations & Integration is responsible for the following functions for the DCS:

32.9.4.1. Space Operations Division provides the Air Staff single point of contact for expertise on specific satellites and space systems.

32.9.4.1.1. Develops policy and guidance and provides oversight and space operations expertise within HAF to ensure space operations support current and planned combat aerospace forces.

32.9.4.1.2. Addresses current space operational and force enhancement issues and provide situational awareness to Air Force senior leadership on current space operations and space systems.

32.9.4.1.3. Supports Air Force, Services, and US agencies requiring space systems support, information or access.

32.9.4.2. Space Launch and Ranges Division is the lead for all operational aspects of U.S. spacelift, launch, space range, and satellite control network (SCN) capabilities to include status, plans, and activities.

32.9.4.2.1. Develops operational policy and guidance and provides oversight and expertise within HAF to ensure Air Force spacelift, range, and satellite control network activities support all launch requirements.

32.9.4.2.2. Provides support to Air Force, Services, government, and civilian agencies requiring spacelift, range, and satellite control network resources, information, or access.

32.9.4.3. Space Programs and Integration Division is responsible for program integration and space operations policy.

32.9.4.3.1. Develops and implements operational policies and concepts, doctrine, plans, programs and integration and interoperability standards to ensure effective space operations and better integration of Air Force space in joint, national, allied operations.

32.9.4.3.2. Advocates for development of systems to apply combat force and support from space and the migration of force application to space.

32.9.4.4. Space Control Division provides the Air Staff a single point of contact for information on all aspects of space control capabilities, status, plans, and activities, develops policy and guidance and provides oversight and space control expertise within HQ USAF.

32.9.4.4.1. Advocates for development of space control capabilities, permissive rules of engagement, and to eliminate unnecessary security over-classification and compartmentalization.

32.9.4.4.2. Examines warfare interfaces to space, work issues involving special AF projects, and assesses the probability and impact of foreign space control capabilities against U.S. and allied space systems.

### **32.10. Directorate of Weather (AF/XOW):**

32.10.1. Develops doctrine, policy, requirements, and standards for weather support to the Air Force, Army, designated unified commands, and national programs. Interfaces with the other services, DoD, other Federal Departments, and international organizations concerning coordination, cooperation, and standardization/interoperability of weather services.

32.10.2. Plans, programs, and budgets for weather resources; manages the \$500 million per year weather program.

32.10.3. Directs the Air Force Weather Agency (AFWA) Field Operation Agency (FOA).

32.10.4. Develops and implements mid- and long-range plans for the organization, equipment, manpower, and technology necessary to meet future USAF and Army weather requirements. Air Force advocate for weather requirements.

32.10.5. Develops and maintains Air Force Manpower Standards for weather organizational structures, personnel incentives, grade allocations, weather assignment process, and special manning points. Advises directorate staff and MAJCOM functional managers regarding career field, manpower, personnel utilization, training, operations policy and procedures, and technology acquisition issues.

32.10.6. Directs and provides oversight for weather support to National and Special Access Required (SAR) programs.

32.10.7. Establishes and interprets Air Force policy and doctrine in support of and in coordination with the JCS, unified and specified commands, the Air Force and Army commands, and other agencies (e.g., FAA, NWS, NOAA, OFCM, and NASA).

32.10.8. Establishes AF deliberate and crisis action planning policy for the weather and space environmental functional area in support of there JCS, unified commands, and AF and Army commands. Develops wartime guidance and policy for the weather functional area.

32.10.9. International Weather Policy: Develop policies for foreign nations to use to request USAF weather services and data to ensure effective and efficient weather operations in support of joint and coalition operations

32.10.10. Develops plans identifying mission objectives for weather and space environmental support, required operational support capabilities, and strategies to achieve objectives.

32.10.11. Works with counterparts in developing plans and programs to identify and predict the affects of the space environments on weapons systems.

32.10.12. Develops strategic air and space weather plans linking national military strategy and Air Force and Army mission objectives with programming and budgeting actions.

32.10.13. Directs weather force structure planning, operational support concept, and architecture development, and weather capabilities roadmap formulation.

32.10.14. Oversees functions of the DoD Executive Agent for Air and Space Modeling and Simulation to ensure weather effects and processes are included in all DoD M&S efforts.

32.10.15. Oversees AF weather support to development of new Joint M&S Programs.

32.10.16. Identifies and fields the environmental M&S software needed to ensure environmental effects are fully accounted for in current and future M&S software.

**32.11. Directorate of Operational Plans and Joint Matters (AF/XOX).** The Directorate of Operational Plans and Joint Matters is the Air Force focal point for developing and integrating operational strategies, organizational concepts, policies and plans supporting aerospace power and employment.

32.11.1. Orchestrates AF participation in Joint and Regional War and Mobilization Planning Communities, operator and warfighter talks with allies and other Services.

32.11.2. Is the single point of contact for JCS, NSC and Joint Requirements Oversight Council (JROC) issues.

32.11.3. The Directorate of Operational Plans and Joint Matters is responsible for the following functions for the DCS:

32.11.3.1. Strategy, Concepts, and Doctrine Division serves as the Air Staff's operational strategy think tank, advocating the proper role for aerospace power worldwide.

32.11.3.1.1. Serves as the critical operator voice linking AF CONOPS to Air Force strategy, plans, and programming functions.

32.11.3.1.2. Responsible for developing policy and guidance for the Air Force on Expeditionary Aerospace Forces (EAFs).

32.11.3.1.3. Develops and advocates XO positions in the formulation of US military strategy and national security policy.

32.11.3.1.4. Serves as the XO focal point for the National Security Strategy, CJCS National Military Strategy, Defense Planning Guidance, Joint Strategy Review and related documents.

32.11.3.1.5. Is the HAF focal point for Joint Strategic Planning System (JSPS) and liaison with AF/XOJ for JCS Program Assessment, Joint Military Net Assessment and strategy review efforts.

32.11.3.2. War and Mobilization Plans Division provides the best wartime and contingency planning policies, guidance, and systems to the Air Force.

32.11.3.2.1. Is responsible for supporting expeditionary war planning, execution processes and resolution of mobilization issues.

32.11.3.2.2. Ensures the above is consistent with Air Force strategic direction, long-range planning, and the joint planning architecture and implementation of the Expeditionary Aerospace Force.

32.11.3.2.3. Is responsible for Air Staff positions on mobility and deployment issues for deliberate and crisis action planning.

32.11.3.2.4. Manages programs, maintains and develops documents in the joint and interagency environment in support of the Joint Strategic Planning System (JSPS).

32.11.3.2.5. Executes strategic planning responsibilities and provides military advice to the National Command Authority (NCA).

32.11.3.2.6. Provides formal input through Air Staff coordination as OPR for the Contingency Planning Guidance (CPG) and the Joint Strategic Capabilities Plan (JSCP) to feed the Planning, Programming, and Budget System (PPBS).

32.11.3.2.7. Regional Plans and Issues Division develops, analyzes, and advocates Air Force politico-military perspectives on current and planned aerospace expeditionary operations and issues.

DEBBIE D. TURNER  
Director, Plans & Programs



**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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*Abbreviations and Acronyms*

AAFES	Army and Air Force Exchange Service
ABES	Amended Budget Estimate Submission
ABIDES	Automated Budget Interactive Data Environment System
ACAT	Acquisition Category
ACC	Air Combat Command
ACCS	Air Command and Control System
ACES	Automated Civil Engineer System
ACM	Advanced Cruise Missile
ACTD	Advanced Concepts Technology Demonstrations
ADA	Anti-deficiency Act
ADP	Automated Data Processing
AEF	Air and Space Expeditionary Force
AETC	Air Education and Training Command
AF	Air Force
AFAA	Air Force Audit Agency
AFAE	Air Force Acquisition Executive
AFAFO	Air Force Accounting and Finance Office
AFAMS	Air Force Agency for Modeling and Simulation
AFAPO	Air Force Art Program Office
AFAS	Air Force Aid Society
AFB	Air Force Board
AFBCMR	Air Force Board for Correction of Military Records
AFC	Air Force Council
AFC2ISRC	Air Force Command & Control Intelligence, Surveillance, & Reconnaissance Center (AFC2ISRC)
AFCA	Air Force Communications Agency
AFCAF	Air Force Central Adjudication Facility
AFCAIG	Air Force Cost Analysis Improvements Group
AFCIS	Air Force Capabilities Investment Strategy
AFDD	Air Force Data Dictionary
AFDO	Air Force Declassification Office
AFDPO	Air Force Departmental Publishing Office
AFEDF	Air Force Executive Dining Facility
AFFAM	Air Force Family Matters
AFFMA	Air Force Frequency Management Agency
AFG	Air Force Group
AFIA	Air Force Inspection Agency
AFIT	Air Force Institute of Technology
AFMAN	Air Force Manual
AFMC	Air Force Materiel Command
AFMIA	Air Force Manpower & Innovation Agency
AFMOA	Air Force Medical Operations Agency
AFMWRB	Air Force Morale, Welfare and Recreation (MWR) Board
AFOC	Air Force Operations Center
AFOG	Air Force Operations Group
AFOPO	Air Force Outreach Program Office

AFOSI	Air Force Office of Special Investigation
AFOTEC	Air Force Operational Test and Evaluation Center
AFPC	Air Force Personnel Center
AFPCA	Air Force Pentagon Communications Agency
AFPD	Air Force Policy Directive
AFPEO	Air Force Program Executive Office
AFR	Air Force Reserve
AFRAP	Air Force Resource Allocation Process
AFRC	Air Force Reserve Command
AFRIC	Air Force Range Investment Council
AFROC	Air Force Requirements Oversight Council
AFSFC	Air Force Security Forces Center
AFSP	Air Force Strategic Plan
AFSFC	Air Force Security Forces Center
AFT	Air Force Toolbox
AFWA	Air Force Weather Agency
AGS	Alliance Ground Surveillance
AMC	Air Mobility Command
ANG	Air National Guard
AOA	Analysis of Alternative
APF	Appropriated Fund
APOM	Amended Program Objectives Memorandum
APPG	Annual Planning and Programming Guidance
ARC	Air Reserve Component
ARFPC	Air Reserve Forces Policy Committee
ARNG	Army National Guard
ASOC	Air and Space Operations Centers
AT	Antiterrorism
ATCALS	Air Traffic Control and Landing Systems
ATCC	Antiterrorism Coordinating Committee
AU	Air University
AUTODIN	Automatic Digital Network
AUTOVON	Automatic Voice Network
AWACS	Airborne Warning and Control System
BAS	Basic Allowance for Subsistence
BEEF	Base Engineer Emergency Forces
BER	Budget Execution Reviews
BES	Budget Estimate Submission
BMT	Basic Military Training
BoD	Board of Directors
BOS	Base Operating Support
BPFPS	Budget and Program Fact Papers
BRAC	Base Realignment and Closure
C&I	Communications and information
C2	Command and Control
C2BM	Command and Control Battle Management
C3	Command, Control, and Communications
C3CM	C3 Countermeasures



C3I	Command, Control, Communications, and Intelligence
C4	Command, Control, Communications, and Computers
C4I	Command, Control, Communications, Computers, and Intelligence
C4ISP	Command, Control, Communications, Computers, and Intelligence Support Plan
C4ISR	Command, Control, Communications, and Computer, Intelligence, Surveillance, Reconnaissance
CAAS	Contracted Advisory and Assistance Services
CAC	Common Access Card
CAF	Combat Air Forces
CAIG	Cost Analysis Improvement Group
CAP	Civil Air Patrol
CAR	Customer Account Representative
CAT	Crisis Action Team
CCA	Component Cost Analysis
CCR	Central Contractor Registration
CD	Conference on Disarmament
CEO	Chief Executive Officer
CFETP	Career Field Education and Training Plan
CFO	Chief Financial Officer
CG	Consolidated Guidance
CICP	C&I Career Program
CID	Combat Identification
CIO	Chief Information Officer
CIOEXCOM	CIO Executive Committee
CIOMB	CIO Management Board
CLS	Contractor Logistics Support
CMCCP	Contracting and Manufacturing Civilian Career Program
CNSS	Committee on National Security System
COEA	Cost and Operational Effectiveness Analyses
COMPUSEC	Computer Security
COMSEC	Communications Security
CONOPS	Concepts of operations
COOP	Continuity of Operations Plan
COTS	Commercially off-the-shelf
CP	counter-proliferation
CPA	Chairman's Program Assessment
CPG	Contingency Planning Guidance
CRRA	Capabilities Review and Risk Assessments
CSAF	Chief of Staff of the Air Force
CSC	Combat Support Center
CSRB	Communications-Computer Systems Requirements Board
DA	Department of the Army
DAA	Designated Approval Authority
DAC	Designated Acquisition Commander
DAE	Defense Acquisition Executive
DAR	Defense Acquisition Regulation
DARPA	Defense Advanced Research Projects Agency

DAS	Deputy Assistant Secretary
DAWIA	Defense Acquisition Workforce Improvement Act
DCI	Director Central Intelligence
DCS	Deputy Chief of Staff
DFAS	Defense Finance and Accounting Service
DHP	Defense Health Program
DISA	Defense Information Systems Agency
DLRs	Depot Level Repairables
DMRD	Defense Management Resource Decision
DMS	Defense Message System
DMSP	Defense Meteorological Satellite Program
DoD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DOMS	Director of Military Support
DOPR	Defense Officer Promotion Reports
DOT&E	Director Operational Test & Evaluation
DPEM	Depot Purchased Equipment Maintenance
DPG	Defense Planning Guidance
DRB	Defense Resources Board
DRU	Direct Reporting Unit
DSS-W	Defense Supply Services Washington
DT&E	Developmental Test and Evaluation
DTTSG	Defense Test and Training Steering Group
E&I	Engineering and Installation
EA	Economic Analysis
EAF	Expeditionary Aerospace Forces
EAP	Employee Assistance Program
EEO	Equal Employment Opportunity
EMB	Equipment Management Brief
EMSEC	Emanations Security
EOT	Equal Opportunity and Treatment
EPR	Enlisted Performance Review
EST	Enlisted Specialty Training
ETT	Extended Tradespace Tool
EW	Electronic Warfare
F&FP	Force & Financial Plan
F2T2EA	Find, Fix, Target, Track, Engage, and Assess
FAA	Federal Aviation Administration
FAIR	Federal Activities Inventory Reform
FCF	Functional Check Flight
FFRDC	Federal Funded Research and Development Center
FIRST	Financial Information Resource SysTem
FM	Financial Management
FMFIA	Federal Manager's Financial Integrity Act
FMPB	Foreign Materiel Program Board
FMPC	Foreign Materiel Program Committee
FMS	Foreign Military Sales

FOA	Field Operating Agency
FOIA	Freedom of Information Act
FOMAs	Facilities O&M Agreements
FORSIZE	USAF Force Sizing Exercise
FOWG	Financial Oversight Working Group
FP	Focal Point
FPWG	Force Protection Working Group
FTF	Future Total Force
FYDP	Future Years Defense Program
GAO	General Accounting Office
GCSS-AF	Global Combat Support System-Air Force
GIO	Geo Integration Office
GS	General Schedule
HAF	Headquarters Air Force
HAF RMP	Air Force Resource Management Process
HAFMDS	Headquarters Air Force Manpower Data System
HAFRM	Headquarters Air Force Resource Management
HBCU/MI	Historically Black Colleges/Universities and Minority Institutions
HMIS	Health Manpower Information System
HQ	Headquarters
HR	Human Resource
HUMINT	Human Intelligence
IA	Information Assurance
IAVA	Information Assurance Vulnerability Assessment
IAW	In Accordance With
IBD	Integrated Base Defense
IBRC	Investment Budget Review Committee
ICBM	Intercontinental Ballistic Missile
ICD	Initial Capability Documents
ICP	Internal Control Program
ICS	Interim Control Support
IDS	Integrated Delivery System
IG	Inspector General
IGCA	Inherently Governmental/Commercial Activities
IM	Information Management
IMA	Individual Mobilization Augmentee
IMINT	Imagery Intelligence
IMT	Information Management Tools
IOs	Investigating Officers
IOT&E	Initial Operational Test and Evaluation
IPT	Integrated Process Team
IRM	Information Resources Management
IRSS	Information and Resource Support System
IT	Information Technology
ITMB	Information Technology Management Board
J&A	Justification and Approval
JA	Judge Advocate

JCS	Joint Chiefs of Staff
JEEP	Joint Emergency Evacuation Plan
JPALS	Joint Precision Approach & Landing System
JPAS	Joint Personnel Adjudication System
JQRR	Joint Quarterly Readiness Review
JROC	Joint Requirements Oversight Council
JSCP	Joint Strategic Capabilities Plan
JSPS	Joint Strategic Planning System
JSR	Joint Strategic Review
JSRC	Joint Service Review Committee
JSTARS	Joint Surveillance and Target Attack Radar System
JSUNT	Joint Specialized Undergraduate Navigator Training
JT&E	Joint Test and Evaluation
LFT	Live Fire Test
LRSP	Long Range Strategic Plan
M&S	Modeling and Simulation
MAJCOM	Major Command
MASINT	Measurement and Signature Intelligence
MATAGS	Maintenance Training Advisory Groups
MAWG	Minority Accessions Working Group
MBI	Major Budget Issue
MC	Management Control
MC&G	Mapping, Charting and Geodesy
MCEB	Military Communications-Electronics Board
MCP	Military Construction Program
MD	Military Deception
MDA	Milestone Decision Authority
MDS	Manpower Data System
MFH	Military Family Housing
MIB	Military Intelligence Board
MILCON	Military Construction
ML	Management Level
MLEB	Management Level Evaluation Boards
MLR	Management Level Review
MNS	Mission Need Statement
MOC	Medical Operations Center
MPRC	Military Personnel Readiness Center
MRTFB	Major Range and Test Facilities Base
MWR	Morale, Welfare and Recreation
NAF	Non-Appropriated Fund
NAFAG	NATO Air Force Armaments Group
NAFFAs	Non-appropriated Fund Financial Analysts
NAOC	National Airborne Operations Center
NAS	National Airspace System
NASA	National Aeronautics and Space Administration
NASP	National Aerospace Plane
NATAR	NATO Transatlantic Advanced Radar
NATO	North Atlantic Treaty Organization

NBC	Nuclear, Biological, and Chemical
NBCWD	Nuclear, Biological, and Chemical Warfare Defense
NC3B	NATO C3 Board
NCA	National Command Authorities
NCO	Noncommissioned Officer
NCR	National Capital Region
NFIB	National Foreign Intelligence Board
NGB	National Guard Bureau
NMS	National Military Strategy
NPOESS	National Polar-orbiting Operational Environmental Satellite System
NRO	National Reconnaissance Office
NSA	National Security Agency
NSC	National Security Council
NSI	National Security Information
NSS	National Security Systems
NSSA	National Security Space Architect
NWS	North Warning System
O&M	Operation and Maintenance
OA	Operational Assessment
OAP	Oil Analysis Program
OASD	Office of the Assistant Secretary of Defense
OBP	Organizational Blue Print
OBRC	Operating Budget Review Committee
OCR	Office of Collateral Responsibility
OJCS	Office of the Joint Chiefs of Staff
OMB	Office of Management and Budget
OPR	Office of Primary Responsibility
OPSEC	Operations Security
ORD	Operational Requirements Document
OSAF	Office of the Secretary of the Air Force
OSD	Office of the Secretary of Defense
OT	Operational Test
OT&E	Operational Test and Evaluation
OTICC	OSD Test Investment Coordinating Committee
PA	Procurement Authorization
PAA	Primary Aircraft Authorization
PACAF	Pacific Air Forces
PAD	Program Action Directive
PAF	Project Air Force
PB	President's Budget
PBD	Program Budget Decision
PC	Planning Council
PCPs	Program Change Proposals
PCR	Program Change Requests
PCS	Permanent Change of Station
PE	Program Element
PEM	Program Element Monitor
PEO	Program Executive Officer

PIMR	Preventive Health Assessment and Individual Medical Readiness
PKI	Public Key Infrastructure
PMD	Program Management Directive
POC	Point of Contact
POM	Program Objective Memorandum
PPBS	Planning, Programming and Budgeting System
PSEAG	Physical Security Equipment Action Group
PSYOPS	Psychological Operations
R&D	Research and Development
RBGQB	Reserve Brigadier General Qualification Board
RC	Reserve Component
RD&A	Research, Development, and Acquisition
RDT&E	Research, Development, Test and Evaluation
RFPB	Reserve Forces Policy Board
RIF	Reduction-in-Force
ROC	Resource Oversight Council
RPA	Reserve Personnel Appropriate
RPMA	Real Property Maintenance Activity
RSP	Readiness Spare Packages
S&IA	Security and Investigative Activities
S&T	Scientific and Technical
SAA	Security Assistance Activities
SAB	Scientific Advisory Board
SAC	Senior Advisory Council
SAF	Secretary of the Air Force
SAFOs	Secretary of the Air Force Orders
SAP	Special Access Program
SAR	Special Access Required
SB	Small Business
SCD	Systems Compliance Database
SCI	Sensitive Compartmented Information
SCN	Satellite Control Network
SE	Support Equipment
SECAF	Secretary of the Air Force
SERB	Selective Early Retirement Board
SES	Senior Executive Service
SETA	Systems Engineering and Technical Analysis
SFRB	Strategic Fund Review Board
SIAP	Single Integrated Air Picture
SIGINT	Signals Intelligence
SIK	Subsistence In Kind
SK	Sentinel Key
SOA	Statement of Assurance
SOC	Statements of Capability
SOF	Special Operations Forces
SOWs	Statements Of Work
SPB	Sustainment Processes Board
SPRG	Special Programs Review Group

SPSG	Strategic Planning Studies Group
SPVC	Security Policy Verification Committee
SRM	Sustainment, Restoration and Modernization
SRRB	Supply Requirements Review Board
SRV	Summary Report of Violation
SUPT	Specialized Undergraduate Pilot Training
SVC	Stored Value Cards
T&E	Test and Evaluation
TBMCS	Theater Battle Management Core Systems
TCNO	Time Compliance Network Order
TDY	Temporary Duty
TEMP	Test and Evaluation Master Plans
TFP	Transformation Flight Plan
TIC	Test and Evaluation Investment Committee
TIPP	Test Investment Planning and Programming
TPG	Transformation Planning Guidance
TPWG	Test Planning Working Group
TSIWG	Threat Simulator Investment Working Group
TSSG	Transformation Senior Steering Group
TSWG	Technical Security Working Group
TTPs	Tactics, Techniques and Procedures
U.S.C.	United States Code
UAF	Unit Authorization File
UAT	Undergraduate Air Battle Manager Training
UCMJ	Uniform Code of Military Justice
ULB	Unified Legislation and Budgeting
UMD	Unit Manpower Document
UMMIPS	Uniform Material Movement and Issue Priority System
UMPR	Unit Management Personnel Roster
US	United States
USAF	United States Air Force
USAFA	United States Air Force Academy
USAFE	United States Air Forces in Europe
USAFR	United States Air Force Reserve
USO	United Service Organizations
USPFO	United States Property and Fiscal Officer
USSAH	United States Soldiers' and Airmen's Home
USUHS	Uniformed Services University of Health Sciences
UTC	Unit Type Code
VA	Veterans Administration
VAP	Vulnerability Assessment Program
VERA	Voluntary Early Retirement Authority
VI	Visual Information
WARMED POS	Wartime Medical Planning System Office
WCF	Working Capital Funds
WMP	War and Mobilization Plan
WRAP	Warfighter Rapid Acquisition Process
WRM	War Reserve Materiel